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ABSTRACT

Using the DACUM (Developing a Curriculum) process, the British Columbia Ministry of Education performed a task analysis of the work of recreation workers. A survey questionnaire was developed and mailed to 600 practitioners in the field; 262 were returned, with 232 of these usable. The majority of the respondents were from the Vancouver area, were in supervisory mid-management, had attained a college degree, and had carried out a professional development activity during the year. A factor analysis was carried out on the data received, and three sets of factors were identified: core factors, administration factors, and supervisory mid-management factors. Core factors were park and facilities maintenance, philosophy of recreation and leisure, administration/management, community development, program development, marketing, and personnel management. Administration factors identified were personnel management, financial management, planning, management techniques, and community development; while supervisory mid-management factors were community development, program development, and facility maintenance. Results of this task analysis were to be used to develop professional activities and programs for recreation workers. (KC)

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SUMMARY

The 169 tasks carried out by the recreation practitioners were divided into three modules. A core module was identified, an administrative module was identified and a supervisory mid-management module was identified. Task statements were assigned to each module and clustered on the basis of a correlational technique. Importance ratings were assigned to each task. Each of the dimensions or factors identified within a module were named. The technique was found to clearly identify general areas of job functions for each of the modules.

A taxonomic approach was then applied to examine the factors identified within a module in order to determine the behavioural requirements associated with the factor. Importance ratings of task statements within a factor were examined to determine the relative importance of tasks within a factor and to also determine how crucial various tasks are to successfully carry out these tasks.

The procedures indicated that the technique was successful in mapping out and validating the modules and factors within modules.

The development of a curriculum from this base of data should be a straight forward procedure.

The breakdown of tasks in the manner of this report allows for the development of job classification and evaluation guidelines to be drafted. Another area of use may be in the orientation of workers new to the field. Both of these major areas can be easily addressed from the data base provided in this report.

An interesting finding is the high level of skill, knowledge and abilities that are required to adequately carry out some of the tasks associated with the recreational practitioner, especially the recreational administrator.

ACKNOWLEDGEMENT

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INTRODUCTION

In British Columbia, the DACUM (develop a curriculum) system of curriculum development has been used to make career training more effective. Presently, there are five steps involved in the DACUM process. The first two involve development of the curriculum through a cooperative effort between curriculum specialists and people working in the field. These steps are:

1. Conduct a job analysis.
2. Set performing objectives.
3. Select evaluation instruments.
4. Choose instructional techniques.
5. Organize instructional resources.

To date, the job analysis process involved only task description. The data gathering strategy used was to conduct a workshop of ten to fifteen participants currently working in the occupation to be described. In addition, instructors in the occupational area were asked to participate as advisors and resource persons. The group was led by a workshop coordinator trained in the DACUM process. The workshop coordinator illicits a breakdown of tasks performed in the occupation under consideration.

As a starting point, the group identifies the job title and scope of the occupation. Then broad groupings of employee responsibility called the general areas of competence are listed. After these have been identified, the specific tasks within each broad grouping are identified. The job profile chart is the final product of this exercise. The tasks must be applicable to a broad variety of settings in the occupation because students are not being trained for just one company or work situation.

A final step in the process of job profile preparation is validation by a larger group of educators and practitioners.

After the job profile chart is complete performance objectives for each task are written. These materials are then provided to the course writer, curriculum specialists and instructors. The material forms the basis for planning instruction, organization of resource materials, teaching strategies and evaluation of performance.

There are some difficulties associated with the DACUM process as currently practiced. It is the purpose of this study to identify these areas and provide practitioners of the process with a set of procedures which can improve the process, and to some extent, overcome the difficulties and shortcomings of the process as now practiced. The utility and feasibility of this set of procedures are tested.

The difficulties associated with the DACUM process include the following:

a) The job analysis

The job analysis as practiced is only task description and not task analysis. Having effective means of collecting a body of task data and then classifying relevant aspects of it via a sound taxonomy is necessary for task description. Task description, however, is not sufficient by itself since one also requires a "behavioural understanding (that is, an analysis of the task requirements when viewed in both their physical and psychological settings" (Miller, 1963). Miller suggests that eventually measurement operations and other methodological tools for the elucidation of general factors and relationships that variables share with them are necessary to gain a more complete understanding of man-machine systems, (Miller 1962).

Finley et al (1970) also argue there has been a confusion between task description and task analysis. They state:

> Although most researchers in the field have talked as if they wanted a taxonomy of task behaviour (i.e., a taxonomy describing the tasks presented to the personnel), - hence the term "task" analysis - in reality they have been looking for a taxonomy describing not tasks but the behaviour elicited by those tasks.

Fleishman (1967a, 1967b) has suggested that the goal in task analysis should be to identify the unifying dimensions underlying skilled behaviour.

Finley et al (1970) point out that the interpretation of task data:

> must be based on behavioural dimensional analysis. What would be most desirable is a thorough analysis of the fundamental behavioural dimensions across all man-machine system tasks. (p.8)

b) The DACUM process presently does not elicit a list of tasks along a dimension of underlying skilled behaviour.

The task descriptions are not examined according to a behavioural taxonomy to identify the physical and psychological requirements associated with a unified dimension of tasks. The process does not provide information regarding the relative importance of tasks within a dimension or area of general competence. The relative importance of general areas of competence are also not identified.

c) The task descriptions presently are not extensively or methodologically validated.

d) Core competencies are unable to be identified from task description alone.

e) The process is presently unable to associate tasks to multi-level occupations, i.e. identify what tasks are carried out by what level and to what extent.

The Career Development Committee of the Recreation Society of B.C. has for the past three years been working to develop a Career Development Plan. In 1980, in cooperation with the Ministry of Education a skill profile chart, listing all the functions performed by all levels of recreation workers was developed.

Because the profile chart is the basis for the modularized curriculum it was vital that the chart be accurate and reflect the skills and functions actually performed in the field.

Program Research and Development was asked to prepare a report based on survey information in the field as to what tasks were carried out by level of worker. In addition it was desirable to cluster these tasks according to general areas of competence. Finally, some indication of the relative importance of tasks within modules was considered desirable.

METHOD

Questionnaire:

A survey questionnaire was designed in May of 1981. It included 169 task statements and four other questions relating to recreation; the area in which practioners are employed, position they presently hold, education attained, and the number of professional development activities directly relating to recreation.

Respondents were asked to rate each task on a 5 point scale of importance relative to the position they hold. Appendix A presents a copy of the questionnaire and a covering letter that was sent out with the questionnaire.

Sample: Questionnaires were sent to all practitioners in the field using the available mail list. A total of 600 questionnaires were mailed out.

Analysis:

Returned questionnaires were keypunched for computer analysis. The following analyses were carried out on the data.

Frequency Analysis:

This analysis provided a distribution of responses for each question. In addition means and standard deviations were calculated. Means and standard deviations were calculated on each task statement for each level of worker.

Correlation Analysis:

This analysis calculated a Pearson, product-moment correlation between each task statement distribution and level of worker over all respondents.

Hypothesis Regarding Correlational Analysis:

It was hypothesized that if the correlation between a task variable and level of worker were non-significant (i.e. did not differ significantly from 0.00 correlation) the task was not unique to a level. If the task statement correlated positive and significantly, the task would be strongly associated with the levels of mid-management and direct leadership. If importance increases from 1 to 5 and level rating increases from 1 to 3 a positive correlation would result.

By a similar argument it was hypothesized that if the correlation between task statement and level were negative and significant it would indicate that task is to be associated with the administrative or senior management level.

Factor Analysis:

These analyses was carried out on the variables identified as associated with all levels, administrators, and the supervisory-direct leadership level. Three factor analyses were undertaken, one for each level. The use of factor analysis in clustering tasks has been used in previous task analytic studies (e.g. Fournier, 1975; Priess & Ronan, 1971; Middleton, 1981). The basic purpose of factor analysis is to summarize the interrelationships among variables in a concise but accurate manner as an aid in conceptualization. Areas that are qualitatively different, that is areas where relatively little generalizability can be made from one area to another, are referred to as separate factors. Each factor represents an area of generalization that is qualitatively distinct from that represented by any other factor. Factor analysis provides for both qualitative and quantitative distinctions. For a more comprehensive description of the techniques readers should consult Gorsuch (1974).

Analysis Procedures for Factor Analysis:

After each task statement was correlated with level of occupation and classified as belonging to the core module, administrative or supervisory mid-management a principal component factor analysis was carried out on each of the correlation matrices of variables. The "core" module that was identified had 74 task statements. These 74 task statements were intercorrelated using the Pearson product-moment method. An inspection of the variable distributions confirmed that the assumption of multivariate normality was reasonable, and factoring could be proceeded with.

Two analytic procedures were employed. A principal component factor analysis was carried out on the 74 x 74 R matrix of task statements. The 74 eigenvalues were plotted and subjected to a scree test to estimate the number of factors. The test was not entirely unequivocal but the existence of seven factors appeared reasonable.

Basically, principal component analysis identifies those variables which are related enough to be placed under the same label. A measure of the central thrust of the variables is used to define the factor. Each variable or task statement is then correlated with that index or cluster of variables. The program artificially separates the factors so that there is no correlation between the factors.

After the seven factors were calculated the results were presented to the Curriculum Development Committee for Recreation Practitioners. It was anticipated that some coalescence of task statements could occur and that some task statements have significant loadings on more than one factor. This would probably be the case on those factors that account for smaller percentages of variance. Accordingly, the Curriculum Development Committee identified these deficiencies in the procedure and placed the task statements on those factors that were most appropriate from a qualitative point of view. The Committee also named the factors.

Similar procedures were carried out on all task statements identified to be of an administrative nature (75 other task statements) and all statements identified to be associated with the supervisory mid-management levels (20 task statements).

Means and standard deviations for each task statement and for Core, administrative and supervisory mid-management groups were calculated. This allowed for the calculation of relative importance of task statements to be made.

Results and Discussion

Response Rate:

600 questionnaires were mailed out, 262 were returned. This represented a response rate of (43.6%). However, 30 of these arrived after the keypunch analysis deadline and therefore were not added to the sample of respondents. The analyses were carried out on the 232 remaining respondents. This sample was considered adequate to carry out the analyses.

Recreation Area in which Respondents Work:

A little over half (52%) of the respondents were from the Greater Vancouver area. (9.4%) were from the South Vancouver Island area and (8.5%) were from the North Vancouver Island area. The next largest group of respondents came from the Okanagan (8.1%) and Northwest B.C. (7.2%). The Fraser-Sechelt area accounted for (4.9%). Table 1 presents the distribution of respondents by area.

Level of Position of Respondents:

The majority of respondents to the survey were in the supervisory mid-management category (58.8%). (37.7%) of the respondents were in administrative capacities. Only (3.5%) of the respondents were in direct leadership. The low response rate for this category could be attributed to the timing of the questionnaire mail out.

Table 2 presents the breakdown of respondents by level of position. Because of the low response of the direct leadership category, their responses were added in with the supervisory mid-management in the curriculum analyses.

Level of Formal Education:

The majority of the respondents (39.2%) had attained undergraduate degree status. Only (5.5%) indicated a Master's degree. (24.4%) had college training and (26.7%) had high school. A complete breakdown is presented in Table 3. Courses at the college level were mostly in recreation and leisure while

some were in landscaping. At the university level, B.Sc., education and sociology were most often cited as major areas of study.

Professional Development Activities:

Within the past twelve months, the majority (58.9%) of the respondents had carried out between one and three professional development activities related to the field of recreation. (24.6%) had attended between 4 and 6 activities. (6.7%) had attended more than 6 professional development activities. Nearly 10% had not attended any professional development activities within the last year. Table 4 presents the breakdown of responses to this question.

Results of Correlational Analysis

The results of the correlations between level of recreation practitioner and each task statement may be found in Appendix B below the distribution of responses for each task statement. Each correlation has size, direction and significance presented with the category of classification. There were 74 correlations that were non significant, indicating 74 task statements in the Core module. There were 75 correlations that were significant and negative indicating 75 task statements associated with the administration module. There were 20 correlations that were significant and positive indicating 20 task statements associated with the supervisory - mid-management module.

Results of the Factor Analyses

Three separate factor analyses, using the total sample of respondents were carried out. Sampling adequacy was excellent for each run. One factor analysis was undertaken on each module to determine how the task statements clustered. Tables 5 through 19 presents the task statements for the Core, administrative and supervisory - mid-management modules, the item loadings on each factor and percent of variance accounted for are presented on each table. These results were presented to the

recreation committee for clean up and naming of factors. Results of the naming and re-arrangement of items for each of the factors for the three modules are presented in Tables 20 through 39. In addition average importance ratings on each item are presented.

Tables 20 through 39 are the finalized versions of the modules.

The Core Factors

These factors are composed of task statements that are common to all levels of jobs that recreation practitioners carry out. These include the major areas of:

1. Park and Facilities Maintenance
2. Philosophy of Recreation and Leisure
3. Administration/Management
4. Community Development
5. Program Development
6. Marketing
7. Personnel Management

Administration Factors:

These include the major areas of:

1. Personnel Management
2. Financial Management
3. Planning
4. Management Techniques
5. Community Development

Supervisory Mid-Management Factors:

These include the major areas of:

1. Community Development
2. Program Development
3. Facility Maintenance

Core Factors Analysis

Park and Facilities Maintenance:

This major area of competence had the greatest share of variance and therefore represents a wide cross section of the work load. Tasks on this factor are of varying importance to every level of worker. However, the more important tasks on this dimension involve a high degree of involvement of perceptual and mediational cognitive processes. There is a great deal of searching for and obtaining information, identification of objects or events in the tasks that are rated as high on this dimension. In addition, the mediational processes of decision making, problem solving and information processing are involved. The less important items on this dimension involve more routine tasks and a less stringent criteria for successfully accomplishing the tasks, e.g. "develop appropriate storage systems". These less important items also involve motor tasks of a complex/continuous nature such as regulating, adjusting and aligning processes, e.g. "troubleshoot maintenance problems" and "interpret function and operation of mechanical equipment".

Overall this dimension deals with routine procedures that are for the most part standarized in some manner.

Philosophy of Recreation and Leisure:

This factor involves a high degree of perceptual, mediational and communicative, cognitive processes. A good knowledge of social psychology and basic psychology appears essential to carry out the tasks associated with this dimension. However, the importance ratings for most of the task statements are around 3.0 and therefore indicate this factor to be of lesser import than others.

Administration/Management:

This factor involves mediational and communication skills primarily and the very high importance ratings stress that these tasks should be carried out with a great deal of skill. As a consequence a great deal of practice may be required for these tasks to be performed in a proficient manner.

Community Development:

This factor involves both mediational and communicative cognitive processes. The specific abilities of good judgment, planning, reasoning and decision-making skills in general are required for carrying out the tasks on this dimension.

Program Development:

This factor requires the involvement of perceptual and mediational cognitive processes; specific tasks associated with this dimension involve behaviours such as inspecting, observing, discriminating, categorizing and analyzing information.

Marketing:

This dimension involves the cognitive processes in the perceptual, mediational and communication domains. The tasks associated with this dimension involves a lot of social activity and promotional work.

Personnel Management:

This factor involves tasks that permeate the perceptual and mediational cognitive processes. Some very high importance ratings related to work performance indicate that stringent criteria for successful accomplishment of these tasks be implemented.

Administrative Module Analysis

Personnel Management:

The primary cognitive processes involved in this factor are mediational and perceptual. The administrator has to carry out such functions as translating, discriminating, analyzing, choosing, planning, estimating, itemizing, and comparing.

The high importance ratings attached to some of these tasks involving dealing with staff requires that these tasks be carried out with a great deal of skill or expertise and that criteria be fairly stringent to ensure successful performance or these tasks. A good understanding of and ability to deal with people is required of the tasks on this dimension.

Financial Management:

This factor mainly requires perceptual and mediational cognitive processes. All task statements above a 3.3 rating would be considered as highly important and deal with operating budgets and revenues associated with the operation of the facility. These particular items should be carefully carried out and stringent criteria for successful accomplishment should be applied. These tasks require careful attention to detail and good general office skills such as recording, transcribing, filing, etc.

Planning:

The primary cognitive process of this factor is mediational in that the requirement is to plan, analyze, assess and compare items. The evaluation component of these activities obtained the highest rating.

Management Techniques:

A large number of task statements on this factor with high importance ratings reveal that this is an important dimension for the administration module. The primary cognitive dimension is mediational and activities on this dimension require good organizational, social, analytical and leadership abilities.

Community Development:

This is a public relations factor and the primary cognitive component is communicative.

The abilities associated with these tasks consist of communicating well both in orally and in writing, good organizational and planning skills. The more important tasks on this dimension indicate that the communication and organizational skills should be well developed to carry these tasks.

Supervisory and Mid-Management Module

Community Development:

As indicated in the Administrative Factors this factor appears again but at this level is more oriented to involving and training others. The skills of organization and planning are very important. The use of and knowledge of instructional skills are also very important. A knowledge of group dynamics and social psychology appears necessary to adequately carry out these tasks.

Program Development:

This factor deals with programs and associated activities. The cognitive processes associated with this factor are primarily mediational and communicative in nature. The more important functions associated with these tasks involve a high degree of skill in evaluation and dealing effectively with others. Planning abilities and good communication skills are also required.

Facility Maintenance:

At the supervisory mid-management level facility maintenance tasks include scheduling, monitoring and training functions. Administrative skills in these areas are crucial to tasks on this dimension. The tasks on this dimension involve a good understanding of operating requirements of the facility and good organizational skills. The more important aspects of this dimension involve good planning and organizational skills.

TABLE 1

NCY

FILE NONAME (CREATION DATE = 01/14/82)

VAR001

1. In which recreation area do you work?

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
SOUTH VAN ISLAND	1.	21	9.1	9.4	9.4
NORTH VAN ISLAND	2.	19	8.2	8.5	17.9
GREATER VANCOUVER	3.	116	50.0	52.0	70.0
FRASER SECHELT	4.	11	4.7	4.9	74.9
OKANAGAN	5.	18	7.8	8.1	83.0
KOOTENAY WEST	6.	4	1.7	1.8	84.8
KOONAYEAST	7.	3	1.3	1.3	86.1
SOUTH CENTRAL	8.	4	1.7	1.8	87.9
CENTAL	9.	5	2.2	2.2	90.1
NORTH CENTRAL	10.	5	2.2	2.2	92.4
NORTHWEST	11.	16	6.9	7.2	99.6
NORTHEAST	12.	1	0.4	0.4	100.0
	0.	9	3.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.040	STD ERR	0.183	MEDIAN	3.116
MODE	3.000	STD DEV	2.733		
VALID CASES	223	MISSING CASES	9		

TABLE 2

NCY

FILE NONAME (CREATION DATE = 01/14/82)

VAR002

2. What level of position in the recreation field do you presently hold?

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
ADMINISTRATIVE	1.	86	37.1	37.7	37.7
SUPERVISORY_MID MANA	2.	134	57.8	58.8	96.5
DIRECT LEADERSHIP	3.	8	3.4	3.5	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	1.658	STD ERR	0.036	MEDIAN	1.709
MODE	2.000	STD DEV	0.545		
VALID CASES	228	MISSING CASES	4		

TABLE 3

NCY

FILE NONAME (CREATION DATE = 01/14/82)

VAR003

3. What level of formal education have you attained?

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
LESS THAN HIGH SCHOO	1.	8	3.4	3.7	3.7
HIGH SCHOOL	2.	58	25.0	26.7	30.4
COMMUNITY COLLEGE	3.	53	22.8	24.4	54.8
UNDERGRAD	4.	85	36.6	39.2	94.0
MASTERS	5.	12	5.2	5.5	99.5
DOCTORATE	6.	1	0.4	0.5	100.0
	0.	15	6.5	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.175	STD ERR	0.069	MEDIAN	3.302
MODE	4.000	STD DEV	1.021		
VALID CASES	217	MISSING CASES	15		

FILE NONAME (CREATION DATE = 01/14/82)

VAR004
4. In the last 12 months, how many professional development activities (e.g. courses, workshops, seminars) directly relating to the field of recreation have you attended?

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NONE	1.	22	9.5	9.8	9.8
1-3	2.	132	56.9	58.9	68.8
4-6	3.	55	23.7	24.6	93.3
7-9	4.	9	3.9	4.0	97.3
MORE THAN 9	5.	6	2.6	2.7	100.0
	0.	8	3.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.308	STD ERR	0.054	MEDIAN	2.182
MODE	2.000	STD DEV	0.808		
VALID CASES	224	MISSING CASES	8		

TABLE 5

CORE FACTOR

Item Loadings	Factor 1.	
.81	1.	Implement routine and preventative maintenance programs.
.76	2.	Develop appropriate storage systems.
.68	3.	Create conducive work environment.
.74	4.	Troubleshoot maintenance problems.
.69	5.	Comply with fire, health and safety standards and regulations.
.72	6.	Evaluate facility operations.
.71	7.	Devise and implement security measures.
.70	8.	Design and practice emergency procedures and back-up operation systems.
.67	9.	Devise and maintain facility records and reporting systems.
.62	10.	Evaluate products, services and prices of suppliers.
.58	11.	Supervise concessions, ticket sales and bookings.
.54	12.	Develop a facilities manual.
.58	13.	Supervise use of external facilities.
.31	14.	Prepare contracts for services.
.21	15.	Conduct a fund raising campaign.
.12	16.	Research other community experiences.
.28	17.	Keep accurate financial records.
.24	18.	Interpret function and operation of mechanical equipment.

% of Variance = 21.19

TABLE 6

CORE FACTOR

Item Loadings	Factor 2.	
.80	1.	Distinguish among free time, leisure and recreation.
.78	2.	Define elements of leisure experience.
.72	3.	Identify how societal factors influence the need for and choice of leisure experiences.
.68	4.	Define the range of experiences that can be recreative.
.69	5.	Develop a philosophy of leisure.
.61	6.	Identify concepts of leisure counselling and education.
.75	7.	Identify how human needs influence the need for and choice of leisure experiences.
.57	8.	Interpret and apply theories of social psychology re participation.
.72	9.	Interpret history and principles of recreation and leisure.
.40	10.	Conduct needs assessment.
.37	11.	Provide and use feedback effectively.

% of Variance = 10.48

TABLE 7

CORE FACTOR

Item Loadings	Factor 3.	
.14	1.	Interpret jargon of own and related disciplines.
.08	2.	Deliver oral presentations.
.01	3.	Take responsibility for own performance.
.12	4.	Develop effective and appropriate reporting and information forms.
.09	5.	Determine target groups.
.05	6.	Use telephone skills.
.22	7.	Select appropriate information vehicle.
.13	8.	Identify standards for facilities programs and staff.
.02	9.	Conduct performance review based on work objectives.
.27	10.	Take notes and minutes.
.01	11.	Give and receive instructions.
.15	12.	Conduct a hazards assessment.
.02	13.	Apply non punitive methods of discipline.
.08	14.	Negotiate work objectives.
.28	15.	Determine product.
.02	16.	Identify and overcome barriers to performance.

% of Variance = 5.45

TABLE 8

CORE FACTOR

Item Loadings	Factor 4.	
.77	1.	Assist groups in developing philosophy.
.75	2.	Assist groups in taking community action.
.78	3.	Assist groups in fund raising.
.72	4.	Act as a facilitator and resource person in lay groups.
.58	5.	Delegate responsibility to community groups.
.71	6.	Help groups to develop political strategies.
.64	7.	Assist groups in goal setting.
.43	8.	Coordinate community resources.
.53	9.	Develop a personal working definition of leisure and recreation.
.15	10.	Produce and use audio-visual resources.

% of Variance = 5.07

TABLE 9

CORE FACTOR

Item Loadings	Factor 5.	
.81	1.	Develop new resources.
.70	2.	Assess whether objectives have been met.
.74	3.	Ensure that special needs of special groups are met.
.54	4.	Assess degree of match between philosophy and practice.
.60	5.	Develop efficient and sensitive operating principles.
.16	6.	Lead a hiring interview.

% of Variance = 4.16

TABLE 10

CORE FACTOR

Item Loadings	Factor 6.	
.12	1.	Plan promotional events.
.26	2.	Assess effect of strategies on involvement.
.21	3.	Obtain special community rates for media.
.31	4.	Develop community consciousness in business.
.05	5.	Build a promotional network.
.06	6.	Build user habits.
.25	7.	Identify and overcome barriers to communication.
.34	8.	Apply effective listening skills.

% of Variance = 3.65

TABLE 11

CORE FACTOR

Item Loadings	Factor 7.	
.26	1.	Organize and conduct clinics and workshops.
.24	2.	Communicate within organizational channels and systems.
.64	3.	Assist staff in developing conceptual thinking.
.58	4.	Assist staff in personal development.

% of Variance = 2.68

TABLE 12

ADMINISTRATION FACTOR

Item Loadings	Factor 1.	
.75	1.	Motivate staff.
.74	2.	Delegate responsibility.
.71	3.	Involve staff in decision-making.
.64	4.	Select staff.
.63	5.	Choose appropriate management style.
.61	6.	Assist staff in setting personal goals.
.59	7.	Interpret policies to staff.
.58	8.	Write reports.
.57	9.	Analyse trends and issues to determine new directions.
.54	10.	Prepare written reports.
.54	11.	Set objectives consistent with needs and philosophy.
.53	12.	Predict types and levels of service needed in future.
.52	13.	Determine success criteria.
.45	14.	Recognize jobs well done.
.45	15.	Assess resources available, personnel, financial, physical.
.45	16.	Assess degree of match between philosophy and personnel practices.
.42	17.	Provide accurate and adequate information to policy makers.
-	18.	Carry out surveys.
-	19.	Prepare business correspondence.

% of Variance = 29.34

TABLE 13

ADMINISTRATION FACTOR

Item Loadings	Factor 2.	
.74	1.	Develop effective revenue collection and control systems.
.73	2.	Develop policies and procedures for committing funds.
.67	3.	Prepare financial reports.
.63	4.	Present budget effectively to approving bodies.
.61	5.	Follow procedures for committing funds.
.60	6.	Gather, collate and store data for budgeting.
.58	7.	Choose an appropriate budget method for planning and evaluation.
.58	8.	Read and interpret financial statements.
.58	9.	Establish cost benefit analysis.
.56	10.	Develop and recommend policies for fees, charges and refunds.
.55	11.	Develop fiscal policies.
.55	12.	Prepare budget submissions.
.54	13.	Monitor expenditures and revenues.
.53	14.	Identify legal limitations and available security resources.
.52	15.	Analyze vandalism and develop solutions.
.51	16.	Set purchasing specifications and procedures.
.48	17.	Analyze new and special operational and maintenance equipment.
.45	18.	Terminate staff.
.45	19.	Establish effective policies and procedures.
.40	20.	Negotiate collective agreements.
.37	21.	Arbitrate disputes.

% of Variance - 6.98

TABLE 14

ADMINISTRATION FACTOR

Item Loadings	Factor 3.	
.77	1.	Locate appropriate site.
.75	[illegible]	Apply area/space standard where appropriate.
.75	[illegible]	Determine criteria for appropriateness of site.
.73	4.	Design appropriate spaces for activities.
.64	5.	Design appropriate support systems, storage, reception, security.
.63	6.	Determine criteria for project management.
.58	7.	Adapt unused community and private space and facilities to recreation use.
.57	8.	Conduct a feasibility study.
.55	9.	Read and interpret blueprints.
.51	10.	Develop a 5 and 10 year capital works plan.
.51	11.	Review plans to ensure they reflect philosophy.
.51	12.	Evaluate existing facilities.
.47	13.	Improve park and facility access.
.43	14.	Develop effective measurement techniques.
.36	15.	Write constitutions and by-laws.

% of Variance = 5.73

TABLE 15

ADMINISTRATION FACTOR

Item Loadings	Factor 4.	
.69	1.	Develop alternate strategies for communication.
.58	2.	Define priorities of leisure services based on philosophy.
.56	3.	Promote conceptional discussions on recent issues throughout the community.
.55	4.	Identify limitations of marketing approach.
.52	5.	Conduct public meetings.
.50	6.	Communicate with outside agencies.
.47	7.	Make effective grant applications.
.46	8.	Plan and conduct meeting.
.45	9.	Develop vehicles for public involvement.
.44	10.	Deliver a coordinated public relations campaign.
.39	11.	Identify the source of funds: real, potential.

% of Variance = 3.36

ADMINISTRATION FACTOR

Item Loadings	Factor 5.	
.62	1.	Assess degree of match between philosophy and facility management policies and procedures.
.54	2.	Develop management objectives.
.50	3.	Develop long range goals.
.48	4.	Create and maintain inter-departmental cooperation.

% of Variance = 2.99

TABLE 17

ADMINISTRATION FACTOR

Item Loadings	Factor 6.	
.81	1.	Maintain administrative procedures responsive to others and public's needs.
.76	2.	Demonstrate accountability to public.
.72	3.	Develop a policy and procedures manual.
.60	4.	Ensure sufficient insurance and liability coverage.
.37	5.	Develop planning model.

% of Variance = 2.76

SUPERVISORY AND MID-MANAGEMENT FACTOR

Item Loadings	Factor 1.	
.77	1.	Facilitate volunteer leadership.
.76	2.	Conduct in-service training for volunteers.
.73	3.	Assist others to plan and recreate independently.
.72	4.	Conduct leaderhsip training.
.70	5.	Assist others in learning group skills.
.70	6.	Assist program leaders in assessing their programs.
.68	7.	Assist knowledgeable person to share skills.
.51	8.	Interpret and apply theories of play.
.51	9.	Develop a balanced program mix.
.51	10.	Conduct in-service training.

% of Variance = 35.15

TABLE 19

SUPERVISORY AND MID-MANAGEMENT FACTOR

Item Loadings	Factor 2.	
.87	1.	Write press releases.
.78	2.	Regulate and control facility and equipment.
.71	3.	Orient users to rules and regulations.
.64	4.	Determine appropriate time, style, place, format and leadership for programs.
.62	5.	Train users in effective use of facility.
.49	6.	Conduct facilities and equipment inventory.
.42	7.	Assign duties and schedule staff.
.41	8.	Schedule and program facility.
-	9.	Establish rapport with clients.
-	10.	Involve community in facility.

% of Variance = 11.61

CORE FACTORS

Park & Facilities Maintenance

Factor 1.

Mean Importance	
4.1	Conduct a hazards assessment.
4.0	Research other community experiences.
3.9	Supervise use of external facilities.
3.8	Design and practice emergency procedures and back-up operation systems.
3.6	Create conducive work environment.
3.4	Prepare contracts for services.
3.3	Interpret function and operation of mechanical equipment.
3.2	Evaluate facility operations.
3.2	Devise and implement security measures.
3.2	Evaluate products, services and prices of suppliers.
3.2	Develop a facilities manual.
3.2	Keep accurate financial records.
2.9	Supervise concessions, ticket sales and bookings.
2.8	Implement routine and preventative maintenance programs.
2.7	Comply with fire, health and safety standards and regulations.
2.7	Devise and maintain facility records and reporting systems.
2.6	Troubleshoot maintenance problems.
2.4	Develop appropriate storage systems.

Philosophy of Recreation and Leisure

Factor 2. Mean Importance	
3.9	Interpret history and principles of recreation and leisure.
3.4	Identify how societal factors influence the need for and choice of leisure experiences.
3.3	Define the range of experiences that can be recreative.
3.2	Develop a philosophy of leisure.
3.1	Distinguish among free time, leisure and recreation.
2.9	Identify how human needs influence the need for and choice of leisure experiences.
2.9	Identify concepts of leisure counselling and education.
2.9	Define elements of leisure experience.
2.8	Develop a personal working definition of leisure and recreation.
2.8	Interpret and apply theories of social psychology re participation.

Administration/Management

Factor 3.

Mean Importance	
4.5	Deliver oral presentations.
4.2	Use telephone skills.
4.1	Identify standards for facilities programs and staff.
4.1	Develop effective and appropriate reporting and information forms.
4.1	Interpret jargon of own and related disciplines.
3.9	Take notes and minutes.
3.2	Priorize own work activities.

TABLE 23

Community Development

Factor 4. Mean Importance	
4.0	Conduct a fund raising campaign.
3.6	Coordinate community resources.
3.6	Delegate responsibility to community groups.
3.4	Assist groups in goal setting.
3.3	Assist groups in developing philosophy.
3.2	Assist groups in taking community action.
3.2	Assist groups in fund raising.
2.7	Help groups to develop political strategies.
2.5	Produce and use audio-visual resources.
2.2	Act as a facilitator and resource person in lay groups.

Program Development

Factor 5.

Mean Importance	
4.0	Ensure that special needs of special groups are met.
3.8	Develop efficient and sensitive operating principles.
3.7	Develop new resources.
3.6	Assess whether objectives have been met.
3.4	Assess degree of match between philosophy and practice.

Marketing

Factor 6.

Mean Importance	
4.0	Determine target groups.
3.7	Select appropriate information vehicle.
3.7	Develop community consciousness in business.
3.6	Determine product.
3.5	Conduct needs assessment.
3.3	Identify and overcome barriers to communication.
3.3	Build user habits.
3.2	Plan promotional events.
3.2	Apply effective listening skills.
3.0	Assess effect of strategies on involvement.
2.9	Obtain special community rates for media.
2.4	Build a promotional network.

Personnel Management

Factor 7.

Mean Importance	
4.8	Conduct performance review based on work objectives.
4.5	Take responsibility for own performance.
4.4	Negotiate work objectives.
4.3	Apply non primitive methods of discipline.
4.2	Identify and overcome barriers to performance.
3.9	Provide and use feedback effectively.
3.9	Organize and conduct clinics and workshops.
3.9	Assist staff in developing conceptual thinking.
3.8	Assist staff in personal development.
3.5	Give and receive instructions.
2.6	Communicate within organizational channels and systems.
2.2	Lead a hiring interview.

ADMINISTRATION

Personnel Management

Factor 1.

Mean Importance	
4.5	Motivate staff.
4.5	Recognize jobs well done.
4.4	Select staff.
4.3	Involve staff in decision-making.
4.3	Interpret policies to staff.
3.9	Assist staff in setting personal goals.
3.4	Arbitrate disputes.
3.4	Terminate staff.
3.4	Assess degree of match between philosophy and personnel practices.
2.2	Choose appropriate management style.
2.2	Negotiate collective agreements.

Financial Management

Factor 2.

Mean Importance	
4.1	Monitor expenditures and revenues.
4.1	Prepare budget submissions.
3.9	Develop and recommend policies for fees, charges and refunds.
3.9	Gather, collate and store data for budgeting.
3.8	Read and interpret financial statements.
3.7	Identify source of funds, real and potential.
3.7	Present budget effectively to approving bodies.
3.5	Choose an appropriate budget method for planning and evaluation.
3.4	Develop effective revenue collection and control systems.
3.4	Follow procedures for committing funds.
3.4	Prepare financial reports.
3.3	Make effective grant applications.
3.3	Establish cost benefit analysis.
3.3	Develop a policy and procedures manual.
3.2	Identify legal limitations and available security resources.
3.0	Develop policies and procedures for committing funds.
3.0	Develop fiscal policies.
2.7	Set purchasing specifications and procedures.
2.6	Insure sufficient insurance and liability coverage.

TABLE 29

Planning

Factor 3.

Mean Importance	
4.3	Predict types and levels of service needed in future.
4.0	Assess resources available, personnel, fiscal and physical.
4.0	Evaluate existing facilities.
3.9	Analyze trends and issues to determine new directions.
3.6	Set objectives consistent with needs and philosophy.
3.5	Develop planning model.
3.5	Develop effective measurement techniques.
3.5	Review plans to ensure they reflect philosophy.
3.1	Determine criteria for project management.
3.0	Design appropriate support systems, storage, reception, security.
3.0	Conduct a feasibility study.
3.0	Develop a 5 and 10 year capital works plan.
2.9	Adapt unused community and private space and facilities to recreation use.
2.9	Design appropriate spaces for activities.
2.8	Carry out survey.
2.8	Apply area/space standard where appropriate.
2.8	Determine criteria for appropriateness of site.
2.8	Improve park and facility access.
2.7	Locate appropriate site.
2.4	Read and interpret blueprints.

Management Techniques

Factor 4.

Mean Importance	
4.5	Delegate responsibility.
4.3	Prepare written reports.
4.2	Provide accurate and adequate information to policy makers.
4.2	Write reports.
4.1	Create and maintain inter-departmental co-operation.
4.0	Develop long range goals.
4.0	Develop management objectives.
3.9	Plan and conduct meeting.
3.9	Determine success criteria.
3.9	Prepare business correspondence.
3.6	Deliver a coordinated public relations campaign.
3.3	Develop alternate strategies for communication.
3.2	Define priorities of leisure services based on philosophy.
3.2	Analyze vandalism and develop solutions.
3.2	Assess degree of match between philosophy and facility management policies and procedures.
3.0	Identify limitations of marketing approach.
3.0	Establish effective policies and procedures.
2.5	Analyze new and special operation maintenance equipment.

TABLE 31

Community Development

Factor 5.

Mean Importance	
4.0	Communicate with outside agencies.
4.0	Demonstrate accountability to public.
3.7	Develop vehicles for public involvement.
3.6	Maintain administrative procedures responsive to others and public's needs.
3.0	Conduct public meetings.
2.8	Promote conceptual discussions on recent issues throughout community.
2.4	Write constitutions and by-laws.

SUPERVISORY AND MID-MANAGEMENT

Community Development

Factor 1. Mean Importance	
3.5	Assist others to plan and recreate independently.
3.5	Assist others in learning group skills.
3.4	Conduct leadership training.
3.4	Facilitate volunteer leadership.
3.2	Conduct in-service training for volunteers.

Program Development

Factor 2. Mean Importance	
4.1	Develop a balanced program mix.
3.9	Conduct in-service training.
3.8	Assist knowledgeable person to share skills.
3.8	Determine appropriate time, style place, format and leadership for programs.
3.6	Assist program leaders in assessing their programs.
3.2	Write press releases.
2.9	Establish rapport with clients.
2.7	Interpret and apply theories of play.

TABLE 34

Facility Maintenance

Factor 3.

Mean Importance	
4.2	Regulate and control facility and equipment.
4.0	Assign duties and schedule staff.
3.7	Schedule and program facility.
3.5	Orient users to rules and regulations.
3.4	Train users in effective use of facility.
3.4	Involve community in facility.
3.0	Conduct facilities and equipment inventory.

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APPENDIX A.

Covering Letter and Questionnaire

Province of
British Columbia

Ministry of
Education

Post-Secondary
Department

51 Elmbridge Way
Richmond
British Columbia
V6X 1B8
Phone: (604) 278-3433

81 05 26

Dear Respondent,

The Career Development Committee of the Recreation Society of B.C. has in the last three years been working to develop a Career Development Plan. Last year, in cooperation with the Ministry of Education, a skill profile chart, listing all the functions performed by all levels of recreation practitioners was developed. This profile will be used to identify areas requiring professional development. Thus it is vital that the chart be accurate and reflect the skills and functions actually performed in the field.

The survey enclosed with this letter will help us determine what functions are performed at each job level in the field. Please answer the questionaire from the perspective of how important each function is to the position you presently hold.

Please fill in your questionnaire and return it, in the enclosed postage-paid envelop by July 15, 1981. The results of this survey and an update on the Career development plan will be published in the Recreation Reporter in September.

The Career Development Committee is counting on your response to this questionnaire so that a comprehensive career package meeting your needs may be developed.

Yours truly,

Janna Taylor
Chairperson,
Career Development Committee

Joan H. Mason
Coordinator
Program Development

JM/cb

The Ministry of Education in conjuction with the Career Development Committee of the Recreation Society, is surveying recreation practitioners as an initial step in developing a Career Development Plan.

It would be appreciated if you would provide some information about yourself before responding to the questions about job functions.

In order to give information about yourself, please draw a circle around the number beside the answer that best describes you. For example if you are a recreation programmer in Vernon, you would draw a circle around the number 5 beside Okanagan in question 1 and a circle around the number 2 beside supervisory - mid management in question 2.

1. In which recreation area do you work?

South Vancouver Island	1
North Vancouver Island	2
Greater Vancouver	3
Fraser Sechelt	4
Okanagan	5
Kootenay West	6
Kootenay East	7
South Central	8
Central	9
North Central	10
Northwest	11
Northeast	12

2. What level of position in the recreation field do you presently hold?

Administrative - senior management (e.g. department or division head, director, superintendent manager)	1
Supervisory-mid-management (e.g. Centre director, programmer, area supervisor, coordinator).	2
Direct leadership (e.g. recreation worker, recreation leader, pool deck supervisor)	3

3. What level of formal education have you attained:

a)	less than high school graduation	1
b)	Grade 12 graduation	2
c)	Community College diploma or certificate	3
	in what field?_____	
d)	Undergraduate degree	4
	what major? _____	
e)	Master's degree	5
	in what field?_____	
f)	Doctorate	6
	in what field?_____	

4. In the last 12 months, how many professional development activities (e.g. courses, workshops, seminars) directly relating to the field of recreation have you attended.

none	1
1 - 3	2
4 - 6	3
7 - 9	4
more than 9	5

Each of the following functions was identified in a workshop to develop a skill profile chart for all levels of recreation practitioners. Please indicate the importance that you feel each function has in the performance of your present job. For example, if you feel that the function monitor expenditures and revenues is not a very important part of your job, you might circle the number 2

EXAMPLE:

Monitor expenditures and revenues.

Not at all important				Very important
1	(2)	3	4	5

1. Carry out surveys.

Not at all important				Very important
1	2	3	4	5

2. Conduct public meetings.

Not at all important				Very important
1	2	3	4	5

3. Develop planning model.

Not at all important				Very important
1	2	3	4	5

4. Read and interpret blueprints.

Not at all important				Very important
1	2	3	4	5

PLEASE REMEMBER TO ANSWER TO THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

5. Predict types and levels of service needed in future.

Not at all important					Very important
1	2	3	4	5	

6. Evaluate existing facilities.

Not at all important					Very important
1	2	3	4	5	

7. Research other community experiences.

Not at all important					Very important
1	2	3	4	5	

8. Develop a 5 & 10 year capital works plan.

Not at all important					Very important
1	2	3	4	5	

9. Conduct a feasibility study.

Not at all important					Very important
1	2	3	4	5	

10. Develop effective measurement techniques.

Not at all important					Very important
1	2	3	4	5	

11. Determine criteria for appropriateness of site.

Not at all important					Very important
1	2	3	4	5	

PLEASE REMEMBER TO ANSWER TO THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

12. Locate appropriate site.

Not at all important					Very important
1	2	3	4	5	

13. Adapt unused community and private space and facilities to recreation use.

Not at all important					Very important
1	2	3	4	5	

14. Design appropriate spaces for activities.

Not at all important					Very important
1	2	3	4	5	

15. Apply area/space standard where appropriate.

Not at all important					Very important
1	2	3	4	5	

16. Design appropriate support systems, storage, reception, security.

Not at all important					Very important
1	2	3	4	5	

17. Determine criteria for project management.

Not at all important					Very important
1	2	3	4	5	

18. Review plans to ensure they reflect philosophy.

Not at all important					Very important
1	2	3	4	5	

PLEASE REMEMBER TO ANSWER TO THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

19. Develop vehicles for public involvement.

Not at all important					Very important
1	2	3	4	5	

20. Coordinate community resources.

Not at all important					Very important
1	2	3	4	5	

21. Assist others in learning group skills.

Not at all important					Very important
1	2	3	4	5	

22. Assist groups in goal-setting.

Not at all important					Very important
1	2	3	4	5	

23. Assist groups in developing philosophy.

Not at all important					Very important
1	2	3	4	5	

24. Assist groups in taking community action.

Not at all important					Very important
1	2	3	4	5	

25. Assist groups in fund-raising.

Not at all important					Very important
1	2	3	4	5	

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

26. Help groups to develop political strategies.

Not at all important					Very important
1	2	3	4	5	

27. Act as a facilitator and resource person in lay groups.

Not at all important					Very important
1	2	3	4	5	

28. Delegate responsibility to community groups.

Not at all important					Very important
1	2	3	4	5	

29. Conduct in-service training for volunteers.

Not at all important					Very important
1	2	3	4	5	

30. Facilitate volunteer leadership.

Not at all important					Very important
1	2	3	4	5	

31. Assess degree of match between philosophy and practise.

Not at all important					Very important
1	2	3	4	5	

32. Conduct needs assessment.

Not at all important					Very important
1	2	3	4	5	

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

33. Analyse trends and issues to determine new directions.

Not at all important					Very important
1	2	3	4	5	

34. Assess resources available, personnel, financial, physical.

Not at all important					Very important
1	2	3	4	5	

35. Conduct a hazards assessment.

Not at all important					Very important
1	2	3	4	5	

36. Set objectives consistent with needs and philosophy.

Not at all important					Very important
1	2	3	4	5	

37. Identify standards for facilities programs and staff.

Not at all important					Very important
1	2	3	4	5	

38. Develop a balanced program mix.

Not at all important					Very important
1	2	3	4	5	

39. Ensure that special needs of special groups are met.

Not at all important					Very important
1	2	3	4	5	

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

40. Determine appropriate time, style, place, format and leadership for programs.

Not at all important				Very important
1	2	3	4	5

41. Develop new resources.

Not at all important				Very important
1	2	3	4	5

42. Develop efficient and sensitive operating principles.

Not at all important				Very important
1	2	3	4	5

43. Conduct leadership training.

Not at all important				Very important
1	2	3	4	5

44. Assist knowledgeable persons to share skills.

Not at all important				Very important
1	2	3	4	5

45. Assist others to plan and recreate independently.

Not at all important				Very important
1	2	3	4	5

46. Assist program leaders in assessing their programs.

Not at all important				Very important
1	2	3	4	5

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

47. Assess whether objectives have been met.

Not at all important				Very important
1	2	3	4	5

48. Determine target groups.

Not at all important				Very important
1	2	3	4	5

49. Determine product.

Not at all important				Very important
1	2	3	4	5

50. Select appropriate information vehicle.

Not at all important				Very important
1	2	3	4	5

51. Deliver a coordinated public relations campaign.

Not at all important				Very important
1	2	3	4	5

52. Develop community consciousness in business.

Not at all important				Very important
1	2	3	4	5

53. Obtain special community rates for media.

Not at all important				Very important
1	2	3	4	5

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

54. Build a promotional network.

Not at all important					Very important
1	2	3	4	5	

55. Plan promotional events.

Not at all important					Very important
1	2	3	4	5	

56. Build user habits.

Not at all important					Very important
1	2	3	4	5	

57. Write press releases.

Not at all important					Very important
1	2	3	4	5	

58. Identify limitations of marketing approach.

Not at all important					Very important
1	2	3	4	5	

59. Assess effect of strategies on involvement.

Not at all important					Very important
1	2	3	4	5	

60. Apply effective listening skills.

Not at all important					Very important
1	2	3	4	5	

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

61. Use telephone skills.

Not at all important					Very important
1	2	3	4	5	

62. Interpret jargon of own and related disciplines.

Not at all important					Very important
1	2	3	4	5	

63. Give and receive instructions.

Not at all important					Very important
1	2	3	4	5	

64. Deliver oral presentations.

Not at all important					Very important
1	2	3	4	5	

65. Organize and conduct clinics and workshops.

Not at all important					Very important
1	2	3	4	5	

66. Plan and conduct meeting.

Not at all important					Very important
1	2	3	4	5	

67. Write constitutions and by-laws.

Not at all important					Very important
1	2	3	4	5	

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

68. Prepare written reports.

Not at all important					Very important
1	2	3	4	5	

69. Prepare business correspondence.

Not at all important					Very important
1	2	3	4	5	

70. Take notes and minutes.

Not at all important					Very important
1	2	3	4	5	

71. Produce and use audio visual resources.

Not at all important					Very important
1	2	3	4	5	

72. Communicate within organizational channels and systems.

Not at all important					Very important
1	2	3	4	5	

73. Communicate with outside agencies.

Not at all important					Very important
1	2	3	4	5	

74. Develop alternate strategies for communication.

Not at all important					Very important
1	2	3	4	5	

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

75. Identify and overcome barriers to communication.

Not at all important				Very important
1	2	3	4	5

76. Provide and use feedback effectively.

Not at all important				Very important
1	2	3	4	5

77. Promote conceptional discussions on recent issues throughout the community.

Not at all important				Very important
1	2	3	4	5

78. Develop a personal working definition of leisure and recreation.

Not at all important				Very important
1	2	3	4	5

79. Interpret history and principles of recreation and leisure.

Not at all important				Very important
1	2	3	4	5

80. Define elements of a leisure experience.

Not at all important				Very important
1	2	3	4	5

81. Distinguish among free time, leisure and recreation.

Not at all important				Very important
1	2	3	4	5

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

82. Identify how human needs influence the need for and choice of leisure experiences.

Not at all important — Very important

1 2 3 4 5

83. Identify how societal factors influence the need for and choice of leisure experiences.

Not at all important — Very important

1 2 3 4 5

84. Define the range of experiences that can be recreative.

Not at all important — Very important

1 2 3 4 5

85. Interpret and apply theories of play.

Not at all important — Very important

1 2 3 4 5

86. Interpret and apply theories of social psychology re participation.

Not at all important — Very important

1 2 3 4 5

87. Identify concepts of leisure counselling and education.

Not at all important — Very important

1 2 3 4 5

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

88. Define priorities of leisure services based on philosophy.

Not at all important					Very important
1	2	3	4	5	

89. Develop a personal philosophy of leisure.

Not at all important					Very important
1	2	3	4	5	

90. Choose appropriate management style.

Not at all important					Very important
1	2	3	4	5	

91. Negotiate collective agreements.

Not at all important					Very important
1	2	3	4	5	

92. Lead a hiring interview.

Not at all important					Very important
1	2	3	4	5	

93. Select staff.

Not at all important					Very important
1	2	3	4	5	

94. Negotiate work objectives.

Not at all important					Very important
1	2	3	4	5	

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

95. Assist staff in setting personal goals.

Not at all important					Very important
1	2	3	4	5	

96. Involve staff in decision-making.

Not at all important					Very important
1	2	3	4	5	

97. Motivate staff.

Not at all important					Very important
1	2	3	4	5	

98. Write reports.

Not at all important					Very important
1	2	3	4	5	

99. Delegate responsibility.

Not at all important					Very important
1	2	3	4	5	

100. Take responsibility for own performance.

Not at all important					Very important
1	2	3	4	5	

101. Conduct performance review based on work objectives.

Not at all important					Very important
1	2	3	4	5	

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

102. Identify and overcome barriers to performance.

Not at all important					Very important
1	2	3	4	5	

103. Apply non-punitive methods of discipline.

Not at all important					Very important
1	2	3	4	5	

104. Conduct in-service training.

Not at all important					Very important
1	2	3	4	5	

105. Assist staff in personal development.

Not at all important					Very important
1	2	3	4	5	

106. Assist staff in developing conceptual thinking.

Not at all important					Very important
1	2	3	4	5	

107. Terminate staff.

Not at all important					Very important
1	2	3	4	5	

108. Arbitrate disputes.

Not at all important					Very important
1	2	3	4	5	

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

109. Assess degree of match between philosophy and personnel practises.

Not at all important				Very important
1	2	3	4	5

110. Recognize jobs well done.

Not at all important				Very important
1	2	3	4	5

111. Identify the source of funds: real,potential.

Not at all important				Very important
1	2	3	4	5

112. Develop and recommend policies for fees,charges,and refunds.

Not at all important				Very important
1	2	3	4	5

113. Conduct a fund-raising campaign.

Not at all important				Very important
1	2	3	4	5

114. Make effective grant applications.

Not at all important				Very important
1	2	3	4	5

115. Gather,collate,and store data for budgeting.

Not at all important				Very important
1	2	3	4	5

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

116. Choose an appropriate budget method for planning and evaluation.

Not at all important				Very important
1	2	3	4	5

117. Prepare budget submissions.

Not at all important				Very important
1	2	3	4	5

118. Present budget effectively to approving bodies.

Not at all important				Very important
1	2	3	4	5

119. Prepare financial reports.

Not at all important				Very important
1	2	3	4	5

120. Develop effective revenue collection and control systems.

Not at all important				Very important
1	2	3	4	5

121. Develop policies and precedures for committing funds.

Not at all important				Very important
1	2	3	4	5

122. Follow procedures for committing funds.

Not at all important				Very important
1	2	3	4	5

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

123. Prepare contracts for services.

Not at all important					Very important
1	2	3	4	5	

124. Keep accurate financial records.

Not at all important					Very important
1	2	3	4	5	

125. Read and interpret financial statements.

Not at all important					Very important
1	2	3	4	5	

126. Monitor expenditures and revenues.

Not at all important					Very important
1	2	3	4	5	

127. Establish cost-benefit analysis.

Not at all important					Very important
1	2	3	4	5	

128. Interpret function and operation of mechanical equipment.

Not at all important					Very important
1	2	3	4	5	

129. Implement routine and preventive maintenance programs.

Not at all important					Very important
1	2	3	4	5	

130. Analyze new and special operational and maintenance equipment.

Not at all important					Very important
1	2	3	4	5	

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

131. Troubleshoot maintenance problems.

Not at all important — Very important

1 2 3 4 5

132. Develop appropriate storage systems.

Not at all important — Very important

1 2 3 4 5

133. Comply with fire health and safety standards and regulations.

Not at all important — Very important

1 2 3 4 5

134. Design and practise emergency procedures and back-up operation systems.

Not at all important — Very important

1 2 3 4 5

135. Devise and implement security measures.

Not at all important — Very important

1 2 3 4 5

136. Analyze vandalism and develop solutions.

Not at all important — Very important

1 2 3 4 5

137. Identify legal limitations and available security resources.

Not at all important — Very important

1 2 3 4 5

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

138. Develop facilities manual.

Not at all important — Very important

1 2 3 4 5

139. Conduct facilities and equipment inventory.

Not at all important — Very important

1 2 3 4 5

140. Schedule and program facility.

Not at all important — Very important

1 2 3 4 5

141. Assign duties and schedule staff.

Not at all important — Very important

1 2 3 4 5

142. Supervise use of external facilities.

Not at all important — Very important

1 2 3 4 5

143. Supervise concessions, ticket sales, and bookings.

Not at all important — Very important

1 2 3 4 5

144. Devise and maintain facility records and reporting systems.

Not at all important — Very important

1 2 3 4 5

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

145. Evaluate facility operations.

Not at all important					Very important
1	2	3	4	5	

146. Regulate and control facility and equipment.

Not at all important					Very important
1	2	3	4	5	

147. Establish rapport with clients.

Not at all important					Very important
1	2	3	4	5	

148. Improve park and facility access.

Not at all important					Very important
1	2	3	4	5	

149. Train users in effective use of facility.

Not at all important					Very important
1	2	3	4	5	

150. Orient users to rules and regulations.

Not at all important					Very important
1	2	3	4	5	

151. Involve community in facilit

Not at all important					Very important
1	2	3	4	5	

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

152. Assess degree of match between philosophy and facility management policies and procedures.

Not at all important — Very important

1 2 3 4 5

153. Develop long-range goals.

Not at all important — Very important

1 2 3 4 5

154. Develop management objectives.

Not at all important — Very important

1 2 3 4 5

155. Determine success criteria.

Not at all important — Very important

1 2 3 4 5

156. Create and maintain inter-departmental cooperation.

Not at all important — Very important

1 2 3 4 5

157. Create conducive work environment.

Not at all important — Very important

1 2 3 4 5

158. Priorize own work activities.

Not at all important — Very important

1 2 3 4 5

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

159. Provide accurate and adequate information to policy makers.

Not at all important				Very important
1	2	3	4	5

160. Interpret policies to staff.

Not at all important				Very important
1	2	3	4	5

161. Evaluate products, services, and prices of suppliers.

Not at all important				Very important
1	2	3	4	5

162. Set purchasing specifications and procedures.

Not at all important				Very important
1	2	3	4	5

163. Establish effective office policies and procedures.

Not at all important				Very important
1	2	3	4	5

164. Develop fiscal policies.

Not at all important				Very important
1	2	3	4	5

165. Develop effective and appropriate reporting and information forms.

Not at all important				Very important
1	2	3	4	5

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

166. Ensure sufficient insurance and liability coverage.

Not at all important					Very important
1	2	3	4	5	

167. Develop a policy and procedures manual.

Not at all important					Very important
1	2	3	4	5	

168. Maintain administrative procedures responsive to others and public's needs.

Not at all important					Very important
1	2	3	4	5	

169. Demonstrate accountability to public.

Not at all important					Very important
1	2	3	4	5	

PLEASE REMEMBER TO ANSWER THE QUESTIONS AS THEY RELATE TO YOUR PRESENT JOB.

APPENDIX B.

Frequency Distributions of Task Statements

and

Correlation with Level of Practitioner

FILE NONAME (CREATION DATE = 01/14/82)

VAR005
1. Carry out surveys.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	11	4.7	4.8	4.8
	2.	70	30.2	30.4	35.2
	3.	88	37.9	38.3	73.5
	4.	49	21.1	21.3	94.8
VERY IMPORTANT	5.	12	5.2	5.2	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.917	STD ERR	0.063	MEDIAN	2.886
MODE	3.000	STD DEV	0.956		
VALID CASES	230	MISSING CASES	2		

-0.1641
(226) Administration
P=0.013

FILE NONAME (CREATION DATE = 01/14/82)

VAR006

2. Conduct public meetings.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	23	9.9	10.0	10.0
	2.	64	27.6	27.7	37.7
	3.	46	19.8	19.9	57.6
	4.	68	29.3	29.4	87.0
VERY IMPORTANT	5.	30	12.9	13.0	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.078	STD ERR	0.080	MEDIAN	3.120
MODE	4.000	STD DEV	1.220		
VALID CASES	231	MISSING CASES	1		

-0.1557
(227) Administration
P=0.019

FILE NONAME (CREATION DATE = 01/14/82)

VAR007

3. Develop planning model.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	16	6.9	7.0	7.0
	2.	26	11.2	11.4	18.3
	3.	58	25.0	25.3	43.7
	4.	76	32.8	33.2	76.9
VERY IMPORTANT	5.	53	22.8	23.1	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.541	STD ERR	0.077	MEDIAN	3.691
MODE	4.000	STD DEV	1.168		
VALID CASES	229	MISSING CASES	3		

-0.2738
(225) Administration
P=0.000

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR008

4. Read and interpret blueprints.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	64	27.6	27.7	27.7
	2.	66	28.4	28.6	56.3
	3.	59	25.4	25.5	81.8
	4.	30	12.9	13.0	94.8
VERY IMPORTANT	5.	12	5.2	5.2	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.394	STD ERR	0.077	MEDIAN	2.280
MODE	2.000	STD DEV	1.171		
VALID CASES	231	MISSING CASES	1		

-0.3984
(227) Administratio
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR009

5. Predict types and levels of service needed in future.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	1	0.4	0.4	0.4
	2.	6	2.6	2.6	3.0
	3.	33	14.2	14.3	17.3
	4.	71	30.6	30.7	48.1
VERY IMPORTANT	5.	120	51.7	51.9	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.312	STD ERR	0.055	MEDIAN	4.537
MODE	5.000	STD DEV	0.843		
VALID CASES	231	MISSING CASES	1		

-0.2771
(227) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VARO10
6. Evaluate existing facilities.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	4	1.7	1.7	1.7
	2.	17	7.3	7.4	9.1
	3.	38	16.4	16.5	25.5
	4.	70	30.2	30.3	55.8
VERY IMPORTANT	5.	102	44.0	44.2	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.078	STD ERR	0.068	MEDIAN	4.307
MODE	5.000	STD DEV	1.027		
VALID CASES	231	MISSING CASES	1		

-0.2602
(227) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VARO11

7. Research other community experiences.

CATEGORY LAREL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	3	1.3	1.3	1.3
	2.	24	10.3	10.4	11.7
	3.	75	32.3	32.5	44.2
	4.	84	36.2	36.4	80.5
VERY IMPORTANT	5.	45	19.4	19.5	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.623	STD ERR	0.063	MEDIAN	3.661
MODE	4.000	STD DEV	0.956		
VALID CASES	231	MISSING CASES	1		

-0.0075
(227) CORE
P=0.910

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VARO12

8. Develop a 5 & 10 year capital works plan.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	41	17.7	17.7	17.7
	2.	51	22.0	22.1	39.8
	3.	47	20.3	20.3	60.2
	4.	43	18.5	18.6	78.8
VERY IMPORTANT	5.	49	21.1	21.2	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.035	STD ERR	0.092	MEDIAN	3.000
MODE	2.000	STD DEV	1.405		
VALID CASES	231	MISSING CASES	1		

-0.5206
(227) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VARO13
9. Conduct a feasibility study.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	27	11.6	11.7	11.7
	2.	50	21.6	21.7	33.5
	3.	67	28.9	29.1	62.6
	4.	56	24.1	24.3	87.0
VERY IMPORTANT	5.	30	12.9	13.0	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.052	STD ERR	0.080	MEDIAN	3.067
MODE	3.000	STD DEV	1.207		
VALID CASES	230	MISSING CASES	2		

-0.3810
(226) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VARO14

10. Develop effective measurement techniques.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	12	5.2	5.2	5.2
	2.	33	14.2	14.3	19.5
	3.	60	25.9	26.0	45.5
	4.	72	31.0	31.2	76.6
VERY IMPORTANT	5.	54	23.3	23.4	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.532	STD ERR	0.076	MEDIAN	3.646
MODE	4.000	STD DEV	1.149		
VALID CASES	231	MISSING CASES	1		

-0.2892
(227) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VARO15

11. Determine criteria for appropriateness of site.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	51	22.0	22.0	22.0
	2.	51	22.0	22.0	44.0
	3.	47	20.3	20.3	64.2
	4.	44	19.0	19.0	83.2
VERY IMPORTANT	5.	39	16.8	16.8	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.866	STD ERR	0.092	MEDIAN	2.798
MODE	1.000	STD DEV	1.397		
VALID CASES	232	MISSING CASES	0		

-0.4295
(228) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VARO17

13. Adapt unused community and private space and facilities to recreation use.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	41	17.7	18.0	18.0
	2.	45	19.4	19.7	37.7
	3.	49	21.1	21.5	59.2
	4.	61	26.3	26.8	86.0
VERY IMPORTANT	5.	32	13.8	14.0	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.991	STD ERR	0.088	MEDIAN	3.071
MODE	4.000	STD DEV	1.324		
VALID CASES	228	MISSING CASES	4		

-0.2377
(224) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VARO18

14. Design appropriate spaces for activities.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	46	19.8	20.2	20.2
	2.	52	22.4	22.8	43.0
	3.	40	17.2	17.5	60.5
	4.	56	24.1	24.6	85.1
VERY IMPORTANT	5.	34	14.7	14.9	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.912	STD ERR	0.091	MEDIAN	2.900
MODE	4.000	STD DEV	1.370		
VALID CASES	228	MISSING CASES	4		

-0.3298
(224) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VARO19

15. Apply area/space standard where appropriate.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	43	18.5	18.9	18.9
	2.	45	19.4	19.7	38.6
	3.	62	26.7	27.2	65.8
	4.	60	25.9	26.3	92.1
VERY IMPORTANT	5.	18	7.8	7.9	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.846	STD ERR	0.081	MEDIAN	2.919
MODE	3.000	STD DEV	1.230		
VALID CASES	228	MISSING CASES	4		

-0.2890
(224) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VARO20

16. Design appropriate support systems, storage, reception, security.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	40	17.2	17.5	17.5
	2.	37	15.9	16.2	33.8
	3.	45	19.4	19.7	53.5
	4.	68	29.3	29.8	83.3
VERY IMPORTANT	5.	38	16.4	16.7	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.118	STD ERR	0.089	MEDIAN	3.322
MODE	4.000	STD DEV	1.350		
VALID CASES	228	MISSING CASES	4		

-0.2918
(224) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VARO21

17. Determine criteria for project management.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	26	11.2	11.5	11.5
	2.	47	20.3	20.7	32.2
	3.	49	21.1	21.6	53.7
	4.	65	28.0	28.6	82.4
VERY IMPORTANT	5.	40	17.2	17.6	100.0
	0.	5	2.2	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.203	STD ERR	0.085	MEDIAN	3.327
MODE	4.000	STD DEV	1.274		
VALID CASES	227	MISSING CASES	5		

-0.3632
(223) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VARO22

18. Review plans to ensure they reflect philosophy.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	12	5.2	5.3	5.3
	2.	29	12.5	12.7	18.0
	3.	47	20.3	20.6	38.6
	4.	82	35.3	36.0	74.6
VERY IMPORTANT	5.	58	25.0	25.4	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.636	STD ERR	0.076	MEDIAN	3.817
MODE	4.000	STD DEV	1.147		
VALID CASES	228	MISSING CASES	4		

-0.2769
(224) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VARO23

19. Develop vehicles for public involvement.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	19	8.2	8.2	8.2
	2.	13	5.6	5.6	13.9
	3.	55	23.7	23.8	37.7
	4.	78	33.6	33.8	71.4
VERY IMPORTANT	5.	66	28.4	28.6	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.688	STD ERR	0.078	MEDIAN	3.865
MODE	4.000	STD DEV	1.182		
VALID CASES	231	MISSING CASES	1		

-0.1844
(227) Administration
P=0.005

FILE NONAME (CREATION DATE = 01/14/82)

VARO16

12. Locate appropriate site.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	69	29.7	30.4	30.4
	2.	41	17.7	18.1	48.5
	3.	35	15.1	15.4	63.9
	4.	41	17.7	18.1	81.9
VERY IMPORTANT	5.	41	17.7	18.1	100.0
	0.	5	2.2	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.753	STD ERR	0.100	MEDIAN	2.600
MODE	1.000	STD DEV	1.500		
VALID CASES	227	MISSING CASES	5		

-0.4356
(223) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VARO24
20. Coordinate community resources.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	12	5.2	5.2	5.2
	2.	29	12.5	12.6	17.7
	3.	54	23.3	23.4	41.1
	4.	74	31.9	32.0	73.2
VERY IMPORTANT	5.	62	26.7	26.8	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.628	STD ERR	0.076	MEDIAN	3.777
MODE	4.000	STD DEV	1.157		
VALID CASES	231	MISSING CASES	1		

-0.0900
(227) CORE
P=0.177

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR025

21. Assist others in learning group skills.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	15	6.5	6.5	6.5
	2.	33	14.2	14.3	20.9
	3.	61	26.3	26.5	47.4
	4.	77	33.2	33.5	80.9
VERY IMPORTANT	5.	44	19.0	19.1	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.443	STD ERR	0.076	MEDIAN	3.578
MODE	4.000	STD DEV	1.146		
VALID CASES	230	MISSING CASES	2		

0.1282
(226) Supervisor - direct leadership
P=0.054

FILE NONAME (CREATION DATE = 01/14/82)

VARO26

22. Assist groups in goal-setting.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	13	5.6	5.6	5.6
	2.	37	15.9	16.0	21.6
	3.	74	31.9	32.0	53.7
	4.	68	29.3	29.4	83.1
VERY IMPORTANT	5.	39	16.8	16.9	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.359	STD ERR	0.073	MEDIAN	3.385
MODE	3.000	STD DEV	1.110		
VALID CASES	231	MISSING CASES	1		

-0.0453
(227) CORE
P=0.498

FILE NONAME (CREATION DATE = 01/14/82)

VARO27

23. Assist groups in developing philosophy.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	20	8.6	8.7	8.7
	2.	41	17.7	17.8	26.5
	3.	74	31.9	32.2	58.7
	4.	58	25.0	25.2	83.9
VERY IMPORTANT	5.	37	15.9	16.1	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.222	STD ERR	0.077	MEDIAN	3.230
MODE	3.000	STD DEV	1.174		
VALID CASES	230	MISSING CASES	2		

-0.0681
(227) CORE
P=0.307

FILE NONAME (CREATION DATE = 01/14/82)

VAR028

24. Assist groups in taking community action.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	19	8.2	8.2	8.2
	2.	45	19.4	19.4	27.6
	3.	68	29.3	29.3	56.9
	4.	61	26.3	26.3	83.2
VERY IMPORTANT	5.	39	16.8	16.8	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.241	STD ERR	0.078	MEDIAN	3.265
MODE	3.000	STD DEV	1.185		
VALID CASES	232	MISSING CASES	0		

-0.0672
(228) CORE
P=0.313

FILE NONAME (CREATION DATE = 01/14/82)

VARO29
25. Assist groups in fund-raising.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	47	20.3	20.3	20.3
	2.	74	31.9	32.0	52.4
	3.	42	18.1	18.2	70.6
	4.	41	17.7	17.7	88.3
VERY IMPORTANT	5.	27	11.6	11.7	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.684	STD ERR	0.085	MEDIAN	2.426
MODE	2.000	STD DEV	1.298		
VALID CASES	231	MISSING CASES	1		

0.0119
(227) CORE
P=0.858

FILE NONAME (CREATION DATE = 01/14/82)

VAR030

26. Help groups to develop political strategies.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	82	35.3	35.5	35.5
	2.	61	26.3	26.4	61.9
	3.	54	23.3	23.4	85.3
	4.	25	10.8	10.8	96.1
VERY IMPORTANT	5.	9	3.9	3.9	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.212	STD ERR	0.076	MEDIAN	2.049
MODE	1.000	STD DEV	1.155		
VALID CASES	231	MISSING CASES	1		

-0.1235
(227) CORE
P=0.063

FILE NONAME (CREATION DATE = 01/14/82)

VARO31
27. Act as a facilitator and resource person in lay groups.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	16	6.9	7.0	7.0
	2.	31	13.4	13.5	20.4
	3.	39	16.8	17.0	37.4
	4.	68	29.3	29.6	67.0
VERY IMPORTANT	5.	76	32.8	33.0	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.683	STD ERR	0.083	MEDIAN	3.926
MODE	5.000	STD DEV	1.254		
VALID CASES	230	MISSING CASES	2		

-0.0337
(226) CORE
P=0.614

FILE NONAME (CREATION DATE = 01/14/82)

VARO32
28. Delegate responsibility to community groups.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	37	15.9	16.0	16.0
	2.	30	12.9	13.0	29.0
	3.	53	22.8	22.9	51.9
	4.	65	28.0	28.1	80.1
VERY IMPORTANT	5.	46	19.8	19.9	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.229	STD ERR	0.088	MEDIAN	3.415
MODE	4.000	STD DEV	1.343		
VALID CASES	231	MISSING CASES	1		

-0.1245
(227) CORE
P=0.061

FILE NONAME (CREATION DATE = 01/14/82)

VARO33

29. Conduct in-service training for volunteers.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	35	15.1	15.1	15.1
	2.	38	16.4	16.4	31.5
	3.	62	26.7	26.7	58.2
	4.	51	22.0	22.0	80.2
VERY IMPORTANT	5.	46	19.8	19.8	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.151	STD ERR	0.087	MEDIAN	3.194
MODE	3.000	STD DEV	1.329		
VALID CASES	232	MISSING CASES	0		

0.2308
(228)
P=0.000

Supervisor - direct leadership

FILE NONAME (CREATION DATE = 01/14/82)

VARO34

30. Facilitate volunteer leadership.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	23	9.9	9.9	9.9
	2.	33	14.2	14.2	24.1
	3.	52	22.4	22.4	46.6
	4.	76	32.8	32.8	79.3
VERY IMPORTANT	5.	48	20.7	20.7	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.401	STD ERR	0.081	MEDIAN	3.605
MODE	4.000	STD DEV	1.241		
VALID CASES	232	MISSING CASES	0		

0.1847
(228) Supervisor - direct leadership
P=0.005

FILE NONAME (CREATION DATE = 01/14/82)

VARO35

31. Assess degree of match between philosophy and practise.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	17	7.3	7.4	7.4
	2.	23	9.9	10.0	17.3
	3.	59	25.4	25.5	42.9
	4.	89	38.4	38.5	81.4
VERY IMPORTANT	5.	43	18.5	18.6	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.511	STD ERR	0.074	MEDIAN	3.685
MODE	4.000	STD DEV	1.126		
VALID CASES	231	MISSING CASES	1		

-0.1243
(227) CORE
P=0.062

FILE NONAME (CREATION DATE = 01/14/82)

VAR036

32. Conduct needs assessment.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	8	3.4	3.5	3.5
	2.	22	9.5	9.5	13.0
	3.	68	29.3	29.4	42.4
	4.	92	39.7	39.8	82.3
VERY IMPORTANT	5.	41	17.7	17.7	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.589	STD ERR	0.066	MEDIAN	3.690
MODE	4.000	STD DEV	1.000		
VALID CASES	231	MISSING CASES	1		

-0.0132
(227) CORE
P=0.843

FILE NONAME (CREATION DATE = 01/14/82)

VARO37

33. Analyse trends and issues to determine new directions.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	3	1.3	1.3	1.3
	2.	18	7.8	7.8	9.1
	3.	37	15.9	16.0	25.1
	4.	94	40.5	40.7	65.8
VERY IMPORTANT	5.	79	34.1	34.2	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.987	STD ERR	0.064	MEDIAN	4.112
MODE	4.000	STD DEV	0.967		
VALID CASES	231	MISSING CASES	1		

-0.1532
(227) Administration
P=0.021

FILE NONAME (CREATION DATE = 01/14/82)

VARO38

34. Assess resources available, personnel, financial, physical.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	3	1.3	1.3	1.3
	2.	9	3.9	3.9	5.2
	3.	38	16.4	16.4	21.6
	4.	74	31.9	31.9	53.4
VERY IMPORTANT	5.	108	46.6	46.6	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.185	STD ERR	0.061	MEDIAN	4.392
MODE	5.000	STD DEV	0.933		
VALID CASES	232	MISSING CASES	0		

-0.2087
(228) Administration
P=0.002

FILE NONAME (CREATION DATE = 01/14/82)

VAR039
35. Conduct a hazards assessment.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	36	15.5	15.6	15.6
	2.	41	17.7	17.7	33.3
	3.	68	29.3	29.4	62.8
	4.	43	18.5	18.6	81.4
VERY IMPORTANT	5.	43	18.5	18.6	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.069	STD ERR	0.087	MEDIAN	3.066
MODE	3.000	STD DEV	1.317		
VALID CASES	231	MISSING CASES	1		

0.0114
(227) CORE
P=0.865

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VARO4O

36. Set objectives consistent with needs and philosophy.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	3	1.3	1.3	1.3
	2.	11	4.7	4.8	6.1
	3.	36	15.5	15.7	21.8
	4.	81	34.9	35.4	57.2
VERY IMPORTANT	5.	98	42.2	42.8	100.0
	O.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.135	STD ERR	0.062	MEDIAN	4.286
MODE	5.000	STD DEV	0.938		
VALID CASES	229	MISSING CASES	3		

-0.1688
(225) Administration
P=0.011

FILE NONAME (CREATION DATE = 01/14/82)

VAR041
37. Identify standards for facilities programs and staff.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	5	2.2	2.2	2.2
	2.	18	7.8	7.8	10.0
	3.	35	15.1	15.2	25.1
	4.	72	31.0	31.2	56.3
VERY IMPORTANT	5.	101	43.5	43.7	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.065	STD ERR	0.069	MEDIAN	4.299
MODE	5.000	STD DEV	1.047		
VALID CASES	231	MISSING CASES	1		

0.0380
(227) CORE
P=0.569

FILE NONAME (CREATION DATE = 01/14/82)

VARO42

38. Develop a balanced program mix.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	11	4.7	4.8	4.8
	2.	15	6.5	6.5	11.3
	3.	29	12.5	12.6	23.8
	4.	66	28.4	28.6	52.4
VERY IMPORTANT	5.	110	47.4	47.6	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.078	STD ERR	0.075	MEDIAN	4.417
MODE	5.000	STD DEV	1.136		
VALID CASES	231	MISSING CASES	1		

0.2309
(227) Supervisor - direct leadership
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR043

39. Ensure that special needs of special groups are met.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	4	1.7	1.7	1.7
	2.	24	10.3	10.4	12.1
	3.	49	21.1	21.2	33.3
	4.	83	35.8	35.9	69.3
VERY IMPORTANT	5.	71	30.6	30.7	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.835	STD ERR	0.068	MEDIAN	3.964
MODE	4.000	STD DEV	1.034		
VALID CASES	231	MISSING CASES	1		

0.1217
(227) CORE
P=0.067

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VARO44

40. Determine appropriate time, style, place, format and leadership for programs.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	18	7.8	7.8	7.8
	2.	35	15.1	15.2	22.9
	3.	39	16.8	16.9	39.8
	4.	41	17.7	17.7	57.6
VERY IMPORTANT	5.	98	42.2	42.4	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.719	STD ERR	0.089	MEDIAN	4.073
MODE	5.000	STD DEV	1.352		
VALID CASES	231	MISSING CASES	1		

0.4247
(227) Supervisor - direct leadership
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR045
41. Develop new resources.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	7	3.0	3.0	3.0
	2.	19	8.2	8.2	11.3
	3.	52	22.4	22.5	33.8
	4.	89	38.4	38.5	72.3
VERY IMPORTANT	5.	64	27.6	27.7	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.797	STD ERR	0.068	MEDIAN	3.921
MODE	4.000	STD DEV	1.033		
VALID CASES	231	MISSING CASES	1		

0.1161
(227) CORE
P=0.081

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR046

42. Develop efficinet and sensitive operating principles.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	3	1.3	1.3	1.3
	2.	14	6.0	6.1	7.4
	3.	51	22.0	22.1	29.4
	4.	80	34.5	34.6	64.1
VERY IMPORTANT	5.	83	35.8	35.9	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.978	STD ERR	0.064	MEDIAN	4.094
MODE	5.000	STD DEV	0.971		
VALID CASES	231	MISSING CASES	1		

-0.0422
(227) CORE
P=0.527

FILE NONAME (CREATION DATE = 01/14/82)

VAR047
43. Conduct leadership training.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	18	7.8	7.8	7.8
	2.	39	16.8	17.0	24.8
	3.	53	22.8	23.0	47.8
	4.	56	24.1	24.3	72.2
VERY IMPORTANT	5.	64	27.6	27.8	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.474	STD ERR	0.084	MEDIAN	3.589
MODE	5.000	STD DEV	1.273		
VALID CASES	230	MISSING CASES	2		

0.3089
(226) Supervisor - direct leadership
P=0.000

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR048

44. Assist knowledgeable persons to share skills.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	3	1.3	1.3	1.3
	2.	20	8.6	8.7	10.0
	3.	58	25.0	25.3	35.4
	4.	87	37.5	38.0	73.4
VERY IMPORTANT	5.	61	26.3	26.6	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.799	STD ERR	0.064	MEDIAN	3.885
MODE	4.000	STD DEV	0.975		
VALID CASES	229	MISSING CASES	3		

0.2258
(225)
P=0.001

Supervisor - direct leadership

FILE NONAME (CREATION DATE = 01/14/82)

VAR049

45. Assist others to plan and recreate independently.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	15	6.5	6.5	6.5
	2.	38	16.4	16.5	22.9
	3.	52	22.4	22.5	45.5
	4.	71	30.6	30.7	76.2
VERY IMPORTANT	5.	55	23.7	23.8	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.489	STD ERR	0.079	MEDIAN	3.648
MODE	4.000	STD DEV	1.205		
VALID CASES	231	MISSING CASES	1		

0.2781
(227) Supervisor - direct leadership
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR050

46. Assist program leaders in assessing their programs.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	21	9.1	9.1	9.1
	2.	30	12.9	13.0	22.1
	3.	42	18.1	18.2	40.3
	4.	70	30.2	30.3	70.6
VERY IMPORTANT	5.	68	29.3	29.4	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.580	STD ERR	0.084	MEDIAN	3.821
MODE	4.000	STD DEV	1.282		
VALID CASES	231	MISSING CASES	1		

0.3608
(227) Supervisor - direct leadership
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR051
47. Assess whether objectives have been met.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	6	2.6	2.6	2.6
	2.	11	4.7	4.8	7.4
	3.	33	14.2	14.4	21.8
	4.	89	38.4	38.9	60.7
VERY IMPORTANT	5.	90	38.8	39.3	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.074	STD ERR	0.065	MEDIAN	4.225
MODE	5.000	STD DEV	0.982		
VALID CASES	229	MISSING CASES	3		

0.0117
(225) Supervisor - direct leadership
P=0.862

FILE NONAME (CREATION DATE = 01/14/82)

VARO52

48. Determine target groups.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	11	4.7	4.8	4.8
	2.	23	9.9	10.0	14.7
	3.	73	31.5	31.6	46.3
	4.	68	29.3	29.4	75.8
VERY IMPORTANT	5.	56	24.1	24.2	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.584	STD ERR	0.073	MEDIAN	3.625
MODE	3.000	STD DEV	1.104		
VALID CASES	231	MISSING CASES	1		

-0.0065
(227) CORE
P=0.922

FILE NONAME (CREATION DATE = 01/14/82)

VAR053

49. Determine product.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	10	4.3	4.4	4.4
	2.	20	8.6	8.8	13.2
	3.	59	25.4	25.9	39.0
	4.	80	34.5	35.1	74.1
VERY IMPORTANT	5.	59	25.4	25.9	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.693	STD ERR	0.072	MEDIAN	3.813
MODE	4.000	STD DEV	1.084		
VALID CASES	228	MISSING CASES	4		

-0.0564
(224) CORE
P=0.401

FILE NONAME (CREATION DATE = 01/14/82)

VAR054

50. Select appropriate information vehicle.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	9	3.9	3.9	3.9
	2.	24	10.3	10.5	14.4
	3.	55	23.7	24.0	38.4
	4.	84	36.2	36.7	75.1
VERY IMPORTANT	5.	57	24.6	24.9	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.681	STD ERR	0.071	MEDIAN	3.815
MODE	4.000	STD DEV	1.080		
VALID CASES	229	MISSING CASES	3		

0.0556
(225) CORE
P=0.407

FILE NONAME (CREATION DATE = 01/14/82)

VARO55
51. Deliver a coordinated public relations campaign.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	18	7.8	7.8	7.8
	2.	20	8.6	8.7	16.5
	3.	49	21.1	21.2	37.7
	4.	75	32.3	32.5	70.1
VERY IMPORTANT	5.	69	29.7	29.9	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.680	STD ERR	0.080	MEDIAN	3.880
MODE	4.000	STD DEV	1.209		
VALID CASES	231	MISSING CASES	1		

-0.1680
(227) Administration
P=0.011

FILE NONAME (CREATION DATE = 01/14/82)

VAR056

52. Develop community consciousness in business.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	32	13.8	14.0	14.0
	2.	55	23.7	24.0	38.0
	3.	65	28.0	28.4	66.4
	4.	49	21.1	21.4	87.8
VERY IMPORTANT	5.	28	12.1	12.2	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.939	STD ERR	0.081	MEDIAN	2.923
MODE	3.000	STD DEV	1.227		
VALID CASES	229	MISSING CASES	3		

-0.1249
(225) CORE
P=0.061

FILE NONAME (CREATION DATE = 01/14/82)

VAR057
53. Obtain special community rates for media.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	71	30.6	31.0	31.0
	2.	53	22.8	23.1	54.1
	3.	49	21.1	21.4	75.5
	4.	43	18.5	18.8	94.3
VERY IMPORTANT	5.	13	5.6	5.7	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.450	STD ERR	0.083	MEDIAN	2.321
MODE	1.000	STD DEV	1.261		
VALID CASES	229	MISSING CASES	3		

-0.0879
(.225) CORE
P=0.189

FILE NONAME (CREATION DATE = 01/14/82)

VARO58

54. Build a promotional network.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	29	12.5	12.7	12.7
	2.	33	14.2	14.4	27.1
	3.	65	28.0	28.4	55.5
	4.	64	27.6	27.9	83.4
VERY IMPORTANT	5.	38	16.4	16.6	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.214	STD ERR	0.082	MEDIAN	3.308
MODE	3.000	STD DEV	1.247		
VALID CASES	229	MISSING CASES	3		

-0.1253
(225) CORE
P=0.061

FILE NONAME (CREATION DATE = 01/14/82)

VARO59

55. Plan promotional events.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	22	9.5	9.5	9.5
	2.	33	14.2	14.3	23.8
	3.	63	27.2	27.3	51.1
	4.	74	31.9	32.0	83.1
VERY IMPORTANT	5.	39	16.8	16.9	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.325	STD ERR	0.078	MEDIAN	3.460
MODE	4.000	STD DEV	1.192		
VALID CASES	231	MISSING CASES	1		

-0.0129
(227) CORE
P=0.847

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR060

56. Plan promotional events.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	13	5.6	5.7	5.7
	2.	28	12.1	12.2	17.9
	3.	76	32.8	33.2	51.1
	4.	70	30.2	30.6	81.7
VERY IMPORTANT	5.	42	18.1	18.3	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.437	STD ERR	0.072	MEDIAN	3.467
MODE	3.000	STD DEV	1.097		
VALID CASES	229	MISSING CASES	3		

0.0686
(225) CORE
P=0.306

FILE NONAME (CREATION DATE = 01/14/82)

VARO61
57. Write press releases.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	32	13.8	13.9	13.9
	2.	42	18.1	18.3	32.2
	3.	57	24.6	24.8	57.0
	4.	57	24.6	24.8	81.7
VERY IMPORTANT	5.	42	18.1	18.3	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.152	STD ERR	0.086	MEDIAN	3.219
MODE	3.000	STD DEV	1.304		
VALID CASES	230	MISSING CASES	2		

0.1405
(226) Supervisor - direct leadership
P=0.035

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR062

58. Identify limitations of marketing approach.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	37	15.9	16.2	16.2
	2.	37	15.9	16.2	32.3
	3.	59	25.4	25.8	58.1
	4.	70	30.2	30.6	88.6
VERY IMPORTANT	5.	26	11.2	11.4	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.048	STD ERR	0.083	MEDIAN	3.186
MODE	4.000	STD DEV	1.254		
VALID CASES	229	MISSING CASES	3		

-0.1668
(225) Administration
P=0.012

FILE NONAME (CREATION DATE = 01/14/82)

VAR063

59. Assess effect of strategies on involvement.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	18	7.8	7.9	7.9
	2.	37	15.9	16.2	24.1
	3.	74	31.9	32.5	56.6
	4.	67	28.9	29.4	86.0
VERY IMPORTANT	5.	32	13.8	14.0	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.254	STD ERR	0.075	MEDIAN	3.297
MODE	3.000	STD DEV	1.129		
VALID CASES	228	MISSING CASES	4		

-0.0754
(224) CORE
P=0.261

FILE NONAME (CREATION DATE = 01/14/82)

VAR064
60. Apply effective listening skills.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	3	1.3	1.3	1.3
	2.	11	4.7	4.8	6.1
	3.	30	12.9	13.0	19.0
	4.	73	31.5	31.6	50.6
VERY IMPORTANT	5.	114	49.1	49.4	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.229	STD ERR	0.062	MEDIAN	4.479
MODE	5.000	STD DEV	0.939		
VALID CASES	231	MISSING CASES	1		

-0.0585
(227) CORE
P=0.380

FILE NONAME (CREATION DATE = 01/14/82)

VAR065
61. Use telephone skills.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	6	2.6	2.6	2.6
	2.	7	3.0	3.0	5.6
	3.	37	15.9	16.0	21.6
	4.	75	32.3	32.5	54.1
VERY IMPORTANT	5.	106	45.7	45.9	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.160	STD ERR	0.064	MEDIAN	4.373
MODE	5.000	STD DEV	0.976		
VALID CASES	231	MISSING CASES	1		

0.0826
(227) CORE
P=0.215

FILE NONAME (CREATION DATE = 01/14/82)

VAR066
62. Interpret jargon of own and related disciplines.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	5	2.2	2.2	2.2
	2.	29	12.5	12.7	14.8
	3.	71	30.6	31.0	45.9
	4.	78	33.6	34.1	79.9
VERY IMPORTANT	5.	46	19.8	20.1	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.572	STD ERR	0.067	MEDIAN	3.622
MODE	4.000	STD DEV	1.018		
VALID CASES	229	MISSING CASES	3		

0.0821
(225) CORE
P=0.220

FILE NONAME (CREATION DATE = 01/14/82)

VAR067
63. Give and receive instructions.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
	2.	1	0.4	0.4	0.4
	3.	14	6.0	6.1	6.5
	4.	75	32.3	32.5	39.0
VERY IMPORTANT	5.	141	60.8	61.0	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.541	STD ERR	0.041	MEDIAN	4.681
MODE	5.000	STD DEV	0.630		
VALID CASES	231	MISSING CASES	1		

0.1234
(227) CORE
P=0.064

FILE NONAME (CREATION DATE = 01/14/82)

VAR068

64. Deliver oral presentations.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	5	2.2	2.2	2.2
	2.	14	6.0	6.1	8.2
	3.	49	21.1	21.2	29.4
	4.	77	33.2	33.3	62.8
VERY IMPORTANT	5.	86	37.1	37.2	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.974	STD ERR	0.067	MEDIAN	4.117
MODE	5.000	STD DEV	1.013		
VALID CASES	231	MISSING CASES	1		

-0.0647
(227) CORE
P=0.332

FILE NONAME (CREATION DATE = 01/14/82)

VAR069

65. Organize and conduct clinics and workshops.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	14	6.0	6.1	6.1
	2.	42	18.1	18.2	24.2
	3.	61	26.3	26.4	50.6
	4.	67	28.9	29.0	79.7
VERY IMPORTANT	5.	47	20.3	20.3	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.394	STD ERR	0.077	MEDIAN	3.475
MODE	4.000	STD DEV	1.174		
VALID CASES	231	MISSING CASES	1		

0.1126
(227) CORE
P=0.090

FILE NONAME (CREATION DATE = 01/14/82)

VAR070
66. Plan and conduct meeting.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	5	2.2	2.2	2.2
	2.	17	7.3	7.4	9.5
	3.	44	19.0	19.0	28.6
	4.	88	37.9	38.1	66.7
VERY IMPORTANT	5.	77	33.2	33.3	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.931	STD ERR	0.066	MEDIAN	4.063
MODE	4.000	STD DEV	1.006		
VALID CASES	231	MISSING CASES	1		

-0.1614
(227) Administration
P=0.015

FILE NONAME (CREATION DATE = 01/14/82)

VARO71

67. Write constitutions and by-laws.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	80	34.5	34.8	34.8
	2.	48	20.7	20.9	55.7
	3.	47	20.3	20.4	76.1
	4.	41	17.7	17.8	93.9
VERY IMPORTANT	5.	14	6.0	6.1	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	.

MEAN	2.396	STD ERR	0.085	MEDIAN	2.229
MODE	1.000	STD DEV	1.290		.
VALID CASES	230	MISSING CASES	2		

-0.4094
(226) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VARO72

68. Prepare written reports.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	2	0.9	0.9	0.9
	2.	5	2.2	2.2	3.0
	3.	25	10.8	10.8	13.9
	4.	79	34.1	34.2	48.1
VERY IMPORTANT	5.	120	51.7	51.9	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.342	STD ERR	0.054	MEDIAN	4.537
MODE	5.000	STD DEV	0.824		
VALID CASES	231	MISSING CASES	1		

-0.3190
(227) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR073

69. Prepare business correspondence.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	8	3.4	3.5	3.5
	2.	16	6.9	6.9	10.4
	3.	39	16.8	16.9	27.3
	4.	79	34.1	34.2	61.5
VERY IMPORTANT	5.	89	38.4	38.5	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.974	STD ERR	0.070	MEDIAN	4.165
MODE	5.000	STD DEV	1.071		
VALID CASES	231	MISSING CASES	1		

-0.3320
(227) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VARO74
70. Take notes and minutes.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	52	22.4	22.4	22.4
	2.	71	30.6	30.6	53.0
	3.	59	25.4	25.4	78.4
	4.	29	12.5	12.5	90.9
VERY IMPORTANT	5.	21	9.1	9.1	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.552	STD ERR	0.080	MEDIAN	2.401
MODE	2.000	STD DEV	1.223		
VALID CASES	232	MISSING CASES	0		

-0.0629
(228) CORE
P=0.344

FILE NONAME (CREATION DATE = 01/14/82)

VARO75
71. Produce and use audio visual resources.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	51	22.0	22.0	22.0
	2.	61	26.3	26.3	48.3
	3.	63	27.2	27.2	75.4
	4.	37	15.9	15.9	91.4
VERY IMPORTANT	5.	20	8.6	8.6	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.629	STD ERR	0.081	MEDIAN	2.563
MODE	3.000	STD DEV	1.231		
VALID CASES	232	MISSING CASES	0		

0.0782
(228) CORE
P=0.240

FILE NONAME (CREATION DATE = 01/14/82)

VARO76

72. Communicate within organizational channels and systems.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	8	3.4	3.5	3.5
	2.	11	4.7	4.8	8.2
	3.	51	22.0	22.1	30.3
	4.	83	35.8	35.9	66.2
VERY IMPORTANT	5.	78	33.6	33.8	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.918	STD ERR	0.068	MEDIAN	4.048
MODE	4.000	STD DEV	1.029		
VALID CASES	231	MISSING CASES	1		

-0.0905
(227) CORE
P=0.174

FILE NONAME (CREATION DATE = 01/14/82)

VARO77
73. Communicate with outside agencies.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	3	1.3	1.3	1.3
	2.	15	6.5	6.5	7.8
	3.	37	15.9	16.1	23.9
	4.	80	34.5	34.8	58.7
VERY IMPORTANT	5.	95	40.9	41.3	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.083	STD ERR	0.064	MEDIAN	4.250
MODE	5.000	STD DEV	0.974		
VALID CASES	230	MISSING CASES	2		

-0.1642
(226) Administration
P=0.013

FILE NONAME (CREATION DATE = 01/14/82)

VAR078
74. Develop alternate strategies for communication.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	17	7.3	7.4	7.4
	2.	37	15.9	16.0	23.4
	3.	73	31.5	31.6	55.0
	4.	64	27.6	27.7	82.7
VERY IMPORTANT	5.	40	17.2	17.3	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.316	STD ERR	0.076	MEDIAN	3.342
MODE	3.000	STD DEV	1.153		
VALID CASES	231	MISSING CASES	1		

-0.1495
(227) Adminstration
P=0.024

FILE NONAME (CREATION DATE = 01/14/82)

VAR079

75. Identify and overcome barriers to communication.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	6	2.6	2.6	2.6
	2.	16	6.9	7.0	9.6
	3.	46	19.8	20.1	29.7
	4.	88	37.9	38.4	68.1
VERY IMPORTANT	5.	73	31.5	31.9	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.900	STD ERR	0.067	MEDIAN	4.028
MODE	4.000	STD DEV	1.015		
VALID CASES	229	MISSING CASES	3		

-0.1034
(225) CORE
P=0.122

FILE NONAME (CREATION DATE = 01/14/82)

VARO80

76. Provide and use feedback effectively.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	1	0.4	0.4	0.4
	2.	11	4.7	4.8	5.2
	3.	43	18.5	18.8	24.0
	4.	92	39.7	40.2	64.2
VERY IMPORTANT	5.	82	35.3	35.8	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.061	STD ERR	0.058	MEDIAN	4.147
MODE	4.000	STD DEV	0.881		
VALID CASES	229	MISSING CASES	3		

-0.1102
(225) CORE
P=0.099

FILE NONAME (CREATION DATE = 01/14/82)

VARO81

77. Promote conceptional discussions on recent issues throughout the community.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	38	16.4	16.6	16.6
	2.	52	22.4	22.7	39.3
	3.	73	31.5	31.9	71.2
	4.	40	17.2	17.5	88.6
VERY IMPORTANT	5.	26	11.2	11.4	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.843	STD ERR	0.081	MEDIAN	2.836
MODE	3.000	STD DEV	1.225		
VALID CASES	229	MISSING CASES	3		

-0.1827
(225) Administration
P=0.006

FILE NONAME (CREATION DATE = 01/14/82)

VARO82
78. Develop a personal working definition of leisure and recreation.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	11	4.7	4.8	4.8
	2.	18	7.8	7.9	12.7
	3.	46	19.8	20.2	32.9
	4.	67	28.9	29.4	62.3
VERY IMPORTANT	5.	86	37.1	37.7	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.873	STD ERR	0.076	MEDIAN	4.082
MODE	5.000	STD DEV	1.148		
VALID CASES	228	MISSING CASES	4		

-0.1116
(224) CORE
P=0.096

FILE NONAME (CREATION DATE = 01/14/82)

VARO83

79. Interpret history and pirnciples of recreation and leisure.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	32	13.8	14.0	14.0
	2.	62	26.7	27.1	41.0
	3.	64	27.6	27.9	69.0
	4.	43	18.5	18.8	87.8
VERY IMPORTANT	5.	28	12.1	12.2	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.882	STD ERR	0.081	MEDIAN	2.820
MODE	3.000	STD DEV	1.224		
VALID CASES	229	MISSING CASES	3		

-0.1199
(225) CORE
P=0.073

FILE NONAME (CREATION DATE = 01/14/82)

VARO84
80. Define elements of a leisure experience.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	26	11.2	11.5	11.5
	2.	39	16.8	17.2	28.6
	3.	79	34.1	34.8	63.4
	4.	59	25.4	26.0	89.4
VERY IMPORTANT	5.	24	10.3	10.6	100.0
	0.	5	2.2	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.070	STD ERR	0.076	MEDIAN	3.114
MODE	3.000	STD DEV	1.146		
VALID CASES	227	MISSING CASES	5		

-0.0236
(223) CORE
P=0.726

FILE NONAME (CREATION DATE = 01/14/82)

VAR085

81. Distinguish among free time, leisure and recreation.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	34	14.7	15.0	15.0
	2.	53	22.8	23.5	38.5
	3.	63	27.2	27.9	66.4
	4.	43	18.5	19.0	85.4
VERY IMPORTANT	5.	33	14.2	14.6	100.0
	0.	6	2.6	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.947	STD ERR	0.085	MEDIAN	2.913
MODE	3.000	STD DEV	1.271		
VALID CASES	226	MISSING CASES	6		

-0.0353
(222) CORE
P=0.601

NCY

01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR086

82. Identify how human needs influence the need for and choice of leisure experiences.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	16	6.9	7.0	7.0
	2.	36	15.5	15.8	22.8
	3.	65	28.0	28.5	51.3
	4.	67	28.9	29.4	80.7
VERY IMPORTANT	5.	44	19.0	19.3	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.382	STD ERR	0.077	MEDIAN	3.454
MODE	4.000	STD DEV	1.168		
VALID CASES	228	MISSING CASES	4		

0.0318
(224) CORE
P=0.636

FILE NONAME (CREATION DATE = 01/14/82)

VARO87

83. Identify how societal factors influence the need for and choice of leisure experiences.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	21	9.1	9.2	9.2
	2.	32	13.8	14.0	23.1
	3.	62	26.7	27.1	50.2
	4.	75	32.3	32.8	83.0
VERY IMPORTANT	5.	39	16.8	17.0	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.345	STD ERR	0.078	MEDIAN	3.492
MODE	4.000	STD DEV	1.184		
VALID CASES	229	MISSING CASES	3		

0.0325
(225) CORE
P=0.628

NCY

01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR088

84. Define the range of experiences that can be recreative.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	30	12.9	13.2	13.2
	2.	38	16.4	16.7	29.8
	3.	70	30.2	30.7	60.5
	4.	60	25.9	26.3	86.8
VERY IMPORTANT	5.	30	12.9	13.2	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.096	STD ERR	0.081	MEDIAN	3.157
MODE	3.000	STD DEV	1.216		
VALID CASES	228	MISSING CASES	4		

0.0710
(224) CORE
P=0.290

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR089
85. Interpret and apply theories of play.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	42	18.1	18.4	18.4
	2.	61	26.3	26.8	45.2
	3.	58	25.0	25.4	70.6
	4.	44	19.0	19.3	89.9
VERY IMPORTANT	5.	23	9.9	10.1	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.759	STD ERR	0.082	MEDIAN	2.690
MODE	2.000	STD DEV	1.245		
VALID CASES	228	MISSING CASES	4		

0.1302
(224) Supervisor - direct leadership
P=0.052

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR090

86. Interpret and apply theories of social psychology re participation.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	38	16.4	16.6	16.6
	2.	46	19.8	20.1	36.7
	3.	63	27.2	27.5	64.2
	4.	58	25.0	25.3	89.5
VERY IMPORTANT	5.	24	10.3	10.5	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.930	STD ERR	0.082	MEDIAN	2.984
MODE	3.000	STD DEV	1.241		
VALID CASES	229	MISSING CASES	3		

0.1185
(225) CORE
P=0.076

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR091
87. Identify concepts of leisure counselling and education.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	36	15.5	15.7	15.7
	2.	48	20.7	21.0	36.7
	3.	61	26.3	26.6	63.3
	4.	63	27.2	27.5	90.8
VERY IMPORTANT	5.	21	9.1	9.2	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.934	STD ERR	0.080	MEDIAN	3.000
MODE	4.000	STD DEV	1.218		
VALID CASES	229	MISSING CASES	3		

0.0466
(225) CORE
P=0.487

FILE NONAME (CREATION DATE = 01/14/82)

VAR092

88. Define priorities of leisure services based on philosophy.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	25	10.8	10.9	10.9
	2.	43	18.5	18.8	29.7
	3.	54	23.3	23.6	53.3
	4.	69	29.7	30.1	83.4
VERY IMPORTANT	5.	38	16.4	16.6	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.227	STD ERR	0.082	MEDIAN	3.361
MODE	4.000	STD DEV	1.243		
VALID CASES	229	MISSING CASES	3		

-0.1888
(225) Administration
P=0.004

FILE NONAME (CREATION DATE = 01/14/82)

VAR093

89. Develop a personal philosophy of leisure.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	14	6.0	6.1	6.1
	2.	27	11.6	11.8	17.9
	3.	52	22.4	22.7	40.6
	4.	53	22.8	23.1	63.8
VERY IMPORTANT	5.	83	35.8	36.2	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.716	STD ERR	0.082	MEDIAN	3.906
MODE	5.000	STD DEV	1.240		
VALID CASES	229	MISSING CASES	3		

-0.0341
(225) CORE
P=0.611

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR094

90. Choose appropriate management style.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	3	1.3	1.3	1.3
	2.	12	5.2	5.2	6.5
	3.	32	13.8	13.9	20.4
	4.	74	31.9	32.2	52.6
VERY IMPORTANT	5.	109	47.0	47.4	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.191	STD ERR	0.063	MEDIAN	4.419
MODE	5.000	STD DEV	0.952		
VALID CASES	230	MISSING CASES	2		

-0.1921
(226) Administration
P=0.004

NCY

FILE NONAME (CREATION DATE = 01/14/82)

VAR095

91. Negotiate collective agreements.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	100	43.1	43.3	43.3
	2.	50	21.6	21.6	64.9
	3.	38	16.4	16.5	81.4
	4.	21	9.1	9.1	90.5
VERY IMPORTANT	5.	22	9.5	9.5	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.199	STD ERR	0.088	MEDIAN	1.810
MODE	1.000	STD DEV	1.337		
VALID CASES	231	MISSING CASES	1		

-0.3198
(227) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR096
92. Lead a hiring interview.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	10	4.3	4.3	4.3
	2.	10	4.3	4.3	8.7
	3.	37	15.9	16.1	24.8
	4.	85	36.6	37.0	61.7
VERY IMPORTANT	5.	88	37.9	38.3	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.004	STD ERR	0.070	MEDIAN	4.182
MODE	5.000	STD DEV	1.055		
VALID CASES	230	MISSING CASES	2		

-0.0996
(226) CORE
P=0.136

FILE NONAME (CREATION DATE = 01/14/82)

VARO97
93. Select staff.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	4	1.7	1.7	1.7
	2.	5	2.2	2.2	3.9
	3.	16	6.9	6.9	10.8
	4.	68	29.3	29.4	40.3
VERY IMPORTANT	5.	138	59.5	59.7	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.433	STD ERR	0.056	MEDIAN	4.663
MODE	5.000	STD DEV	0.851		
VALID CASES	231	MISSING CASES	1		

-0.1296
(227) Administration
P=0.051

NCY

01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VARO98

94. Negotiate work objectives.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	5	2.2	2.2	2.2
	2.	10	4.3	4.4	6.6
	3.	36	15.5	15.7	22.3
	4.	87	37.5	38.0	60.3
VERY IMPORTANT	5.	91	39.2	39.7	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.087	STD ERR	0.063	MEDIAN	4.230
MODE	5.000	STD DEV	0.960		
VALID CASES	229	MISSING CASES	3		

-0.0911
(225)
P=0.174

CORE

FILE NONAME (CREATION DATE = 01/14/82)

VAR099

95. Assist staff in setting personal goals.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	5	2.2	2.2	2.2
	2.	12	5.2	5.2	7.4
	3.	47	20.3	20.3	27.7
	4.	91	39.2	39.4	67.1
VERY IMPORTANT	5.	76	32.8	32.9	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.957	STD ERR	0.064	MEDIAN	4.066
MODE	4.000	STD DEV	0.968		
VALID CASES	231	MISSING CASES	1		

-0.1283
(227) Administration
P=0.054

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR100

). Involve staff in decision-making.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	2	0.9	0.9	0.9
	2.	4	1.7	1.7	2.6
	3.	18	7.8	7.8	10.4
	4.	88	37.9	38.1	48.5
VERY IMPORTANT	5.	119	51.3	51.5	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.377	STD ERR	0.051	MEDIAN	4.529
MODE	5.000	STD DEV	0.775		
VALID CASES	231	MISSING CASES	1		

-0.1578
(227) Administration
P=0.017

FILE NONAME (CREATION DATE = 01/14/82)

VAR101
97. Motivate staff.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	1	0.4	0.4	0.4
	2.	1	0.4	0.4	0.9
	3.	13	5.6	5.6	6.5
	4.	71	30.6	30.7	37.2
VERY IMPORTANT	5.	145	62.5	62.8	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.550	STD ERR	0.044	MEDIAN	4.703
MODE	5.000	STD DEV	0.663		
VALID CASES	231	MISSING CASES	1		

-0.1319
(227) Administration
P=0.047

FILE NONAME (CREATION DATE = 01/14/82)

VAR102

98. Write reports.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	3	1.3	1.3	1.3
	2.	3	1.3	1.3	2.6
	3.	34	14.7	14.7	17.3
	4.	83	35.8	35.9	53.2
VERY IMPORTANT	5.	108	46.6	46.8	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.255	STD ERR	0.056	MEDIAN	4.410
MODE	5.000	STD DEV	0.849		
VALID CASES	231	MISSING CASES	1		

-0.1439
(227) Administration
P=0.030

FILE NONAME (CREATION DATE = 01/14/82)

VAR103

99. Delegate responsibility.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	2	0.9	0.9	0.9
	2.	2	0.9	0.9	1.7
	3.	19	8.2	8.2	10.0
	4.	67	28.9	29.0	39.0
VERY IMPORTANT	5.	141	60.8	61.0	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.485	STD ERR	0.050	MEDIAN	4.681
MODE	5.000	STD DEV	0.757		
VALID CASES	231	MISSING CASES	1		

-0.1409
(227) Administration
P=0.034

FILE NONAME (CREATION DATE = 01/14/82)

VAR104
100. Take responsibility for own performance.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
	2.	1	0.4	0.4	0.4
	3.	5	2.2	2.2	2.6
	4.	34	14.7	14.8	17.4
VERY IMPORTANT	5.	190	81.9	82.6	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.796	STD ERR	0.032	MEDIAN	4.895
MODE	5.000	STD DEV	0.483		
VALID CASES	230	MISSING CASES	2		

-0.0652
(226) CORE
P=0.329

FILE NONAME (CREATION DATE = 01/14/82)

VAR105

101. Conduct performance review based on work objectives.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	3	1.3	1.3	1.3
	2.	9	3.9	3.9	5.2
	3.	32	13.8	13.9	19.0
	4.	85	36.6	36.8	55.8
VERY IMPORTANT	5.	102	44.0	44.2	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.186	STD ERR	0.060	MEDIAN	4.341
MODE	5.000	STD DEV	0.906		
VALID CASES	231	MISSING CASES	1		

-0.0798
(227) CORE
P=0.231

FILE NONAME (CREATION DATE = 01/14/82)

VAR106
102. Identify and overcome barriers to performance.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
	2.	2	0.9	0.9	0.9
	3.	30	12.9	13.0	13.9
	4.	94	40.5	40.9	54.8
VERY IMPORTANT	5.	104	44.8	45.2	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.304	STD ERR	0.048	MEDIAN	4.383
MODE	5.000	STD DEV	0.726		
VALID CASES	230	MISSING CASES	2		

-0.0133
(226) CORE
P=0.842

FILE NONAME (CREATION DATE = 01/14/82)

VAR107

103. Apply non-punitive methods of discipline.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	10	4.3	4.4	4.4
	2.	12	5.2	5.3	9.6
	3.	64	27.6	28.1	37.7
	4.	71	30.6	31.1	68.9
VERY IMPORTANT	5.	71	30.6	31.1	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.794	STD ERR	0.071	MEDIAN	3.894
MODE	4.000	STD DEV	1.077		
VALID CASES	228	MISSING CASES	4		

0.0674
(224) CORE
P=0.316

FILE NONAME (CREATION DATE = 01/14/82)

VAR108
104. Conduct in-service training.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	6	2.6	2.6	2.6
	2.	24	10.3	10.4	13.0
	3.	53	22.8	22.9	35.9
	4.	77	33.2	33.3	69.3
VERY IMPORTANT	5.	71	30.6	30.7	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.792	STD ERR	0.070	MEDIAN	3.922
MODE	4.000	STD DEV	1.071		
VALID CASES	231	MISSING CASES	1		

0.1315
(227) Supervisory - midmanagement
P=0.048

FILE NONAME (CREATION DATE = 01/14/82)

VAR109

105. Assist staff in personal development.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	4	1.7	1.7	1.7
	2.	14	6.0	6.1	7.8
	3.	49	21.1	21.2	29.0
	4.	90	38.8	39.0	68.0
VERY IMPORTANT	5.	74	31.9	32.0	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.935	STD ERR	0.063	MEDIAN	4.039
MODE	4.000	STD DEV	0.965		
VALID CASES	231	MISSING CASES	1		

-0.0856
(227) CORE
P=0.199

FILE NONAME (CREATION DATE = 01/14/82)

VAR110

106. Assist staff in developing conceptual thinking.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	8	3.4	3.5	3.5
	2.	20	8.6	8.7	12.1
	3.	64	27.6	27.7	39.8
	4.	86	37.1	37.2	77.1
VERY IMPORTANT	5.	53	22.8	22.9	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.675	STD ERR	0.068	MEDIAN	3.773
MODE	4.000	STD DEV	1.031		
VALID CASES	231	MISSING CASES	1		

-0.1189
(227) CORE
P=0.074

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR111
107. Terminate staff.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	23	9.9	10.0	10.0
	2.	32	13.8	14.0	24.0
	3.	52	22.4	22.7	46.7
	4.	67	28.9	29.3	76.0
VERY IMPORTANT	5.	55	23.7	24.0	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.432	STD ERR	0.084	MEDIAN	3.612
MODE	4.000	STD DEV	1.271		
VALID CASES	229	MISSING CASES	3		

-0.2195
(225) Administration
P=0.001

FILE NONAME (CREATION DATE = 01/14/82)

VAR112

108. Arbitrate disputes.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	27	11.6	11.7	11.7
	2.	27	11.6	11.7	23.4
	3.	51	22.0	22.1	45.5
	4.	68	29.3	29.4	74.9
VERY IMPORTANT	5.	58	25.0	25.1	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.446	STD ERR	0.086	MEDIAN	3.654
MODE	4.000	STD DEV	1.301		
VALID CASES	231	MISSING CASES	1		

-0.3166
(227) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR113

109. Assess degree of match between philosophy and personnel practises.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	12	5.2	5.3	5.3
	2.	25	10.8	11.1	16.4
	3.	76	32.8	33.8	50.2
	4.	72	31.0	32.0	82.2
VERY IMPORTANT	5.	40	17.2	17.8	100.0
	0.	7	3.0	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.458	STD ERR	0.072	MEDIAN	3.493
MODE	3.000	STD DEV	1.073		
VALID CASES	225	MISSING CASES	7		

-0.1318
(221) Administration
P=0.050

FILE NONAME (CREATION DATE = 01/14/82)

VAR114
110. Recognize jobs well done.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
	2.	2	0.9	0.9	0.9
	3.	10	4.3	4.4	5.2
	4.	79	34.1	34.5	39.7
VERY IMPORTANT	5.	138	59.5	60.3	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.541	STD ERR	0.041	MEDIAN	4.670
MODE	5.000	STD DEV	0.624		
VALID CASES	229	MISSING CASES	3		

-0.1588
(225) Administration
P=0.017

FILE NONAME (CREATION DATE = 01/14/82)

VAR116

112. Develop and recommend policies for fees, charges, and refunds.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	16	6.9	7.0	7.0
	2.	12	5.2	5.3	12.3
	3.	27	11.6	11.8	24.1
	4.	70	30.2	30.7	54.8
VERY IMPORTANT	5.	103	44.4	45.2	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.018	STD ERR	0.079	MEDIAN	4.343
MODE	5.000	STD DEV	1.191		
VALID CASES	228	MISSING CASES	4		

-0.2141
(224) Administration
P=0.001

FILE NONAME (CREATION DATE = 01/14/82)

VAR115

111. Identify the source of funds: real, potential.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	9	3.9	4.0	4.0
	2.	18	7.8	7.9	11.9
	3.	44	19.0	19.4	31.3
	4.	81	34.9	35.7	67.0
VERY IMPORTANT	5.	75	32.3	33.0	100.0
	0.	5	2.2	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.859	STD ERR	0.072	MEDIAN	4.025
MODE	4.000	STD DEV	1.088		
VALID CASES	227	MISSING CASES	5		

-0.2252
(223) Administration
P=0.001

FILE NONAME (CREATION DATE = 01/14/82)

VAR118

114. Make effective grant applications.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	38	16.4	16.7	16.7
	2.	23	9.9	10.1	26.8
	3.	42	18.1	18.4	45.2
	4.	61	26.3	26.8	71.9
VERY IMPORTANT	5.	64	27.6	28.1	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.395	STD ERR	0.094	MEDIAN	3.680
MODE	5.000	STD DEV	1.418		
VALID CASES	228	MISSING CASES	4		

-0.3337
(224) Administration
P=0.000

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR117

113. Conduct a fund-raising campaign.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	94	40.5	41.0	41.0
	2.	56	24.1	24.5	65.5
	3.	42	18.1	18.3	83.8
	4.	23	9.9	10.0	93.9
VERY IMPORTANT	5.	14	6.0	6.1	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.157	STD ERR	0.082	MEDIAN	1.866
MODE	1.000	STD DEV	1.236		
VALID CASES	229	MISSING CASES	3		

-0.1005
(225) CORE
P=0.133

FILE NONAME (CREATION DATE = 01/14/82)

VAR119

115. Gather, collate, and store data for budgeting.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	12	5.2	5.3	5.3
	2.	13	5.6	5.7	11.0
	3.	42	18.1	18.4	29.4
	4.	61	26.3	26.8	56.1
VERY IMPORTANT	5.	100	43.1	43.9	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.982	STD ERR	0.076	MEDIAN	4.270
MODE	5.000	STD DEV	1.153		
VALID CASES	228	MISSING CASES	4		

-0.2347
(224) Administration
P=0.000

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR120

116. Choose an appropriate budget method for planning and evaluation.

CATEGORY LABEL	CODE	ABSOLUTE FREC	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	27	11.6	11.8	11.8
	2.	24	10.3	10.5	22.3
	3.	44	19.0	19.2	41.5
	4.	65	28.0	28.4	69.9
VERY IMPORTANT	5.	69	29.7	30.1	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.546	STD ERR	0.088	MEDIAN	3.800
MODE	5.000	STD DEV	1.332		
VALID CASES	229	MISSING CASES	3		

-0.3132
(225) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR121

117. Prepare budget submissions.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	10	4.3	4.4	4.4
	2.	13	5.6	5.7	10.0
	3.	25	10.8	10.9	21.0
	4.	61	26.3	26.6	47.6
VERY IMPORTANT	5.	120	51.7	52.4	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.170	STD ERR	0.073	MEDIAN	4.546
MODE	5.000	STD DEV	1.109		
VALID CASES	229	MISSING CASES	3		

-0.3161
(225) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR122
118. Present budget effectively to approving bodies.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	32	13.8	14.0	14.0
	2.	20	8.6	8.7	22.7
	3.	20	8.6	8.7	31.4
	4.	45	19.4	19.7	51.1
VERY IMPORTANT	5.	112	48.3	48.9	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.808	STD ERR	0.097	MEDIAN	4.444
MODE	5.000	STD DEV	1.468		
VALID CASES	229	MISSING CASES	3		

-0.3984
(225) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR123

119. Prepare financial reports.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	24	10.3	10.5	10.5
	2.	36	15.5	15.7	26.2
	3.	49	21.1	21.4	47.6
	4.	54	23.3	23.6	71.2
VERY IMPORTANT	5.	66	28.4	28.8	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.445	STD ERR	0.088	MEDIAN	3.602
MODE	5.000	STD DEV	1.332		
VALID CASES	229	MISSING CASES	3		

-0.1766
(225) Administration
P=0.008

FILE NONAME (CREATION DATE = 01/14/82)

VAR124
120. Develop effective revenue collection and control systems.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	36	15.5	15.7	15.7
	2.	31	13.4	13.5	29.3
	3.	41	17.7	17.9	47.2
	4.	42	18.1	18.3	65.5
VERY IMPORTANT	5.	79	34.1	34.5	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.424	STD ERR	0.097	MEDIAN	3.655
MODE	5.000	STD DEV	1.469		
VALID CASES	229	MISSING CASES	3		

-0.1743
(225) Administration
P=0.009

FILE NONAME (CREATION DATE = 01/14/82)

VAR125

121. Develop policies and procedures for committing funds. 510

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	45	19.4	19.7	19.7
	2.	35	15.1	15.3	34.9
	3.	51	22.0	22.3	57.2
	4.	54	23.3	23.6	80.8
VERY IMPORTANT	5.	44	19.0	19.2	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.074	STD ERR	0.092	MEDIAN	3.176
MODE	4.000	STD DEV	1.395		
VALID CASES	229	MISSING CASES	3		

-0.3078
(225) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR126
122. Follow procedures for mcommitting funds.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	26	11.2	11.4	11.4
	2.	29	12.5	12.7	24.1
	3.	50	21.6	21.9	46.1
	4.	57	24.6	25.0	71.1
VERY IMPORTANT	5.	66	28.4	28.9	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.474	STD ERR	0.088	MEDIAN	3.658
MODE	5.000	STD DEV	1.332		
VALID CASES	228	MISSING CASES	4		

-0.1862
(224) Administration
P=0.005

FILE NONAME (CREATION DATE = 01/14/82)

VAR127

123. Prepare contracts for services.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM. FREQ (PCT)
NOT AT ALL IMPORTANT	1.	35	15.1	15.3	15.3
	2.	33	14.2	14.4	29.7
	3.	52	22.4	22.7	52.4
	4.	60	25.9	26.2	78.6
VERY IMPORTANT	5	49	21.1	21.4	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.240	STD ERR	0.089	MEDIAN	3.394
MODE	4.000	STD DEV	1.350		
VALID CASES	229	MISSING CASES	3		

-0.1003
(225) CORE
P=0.134

FILE NONAME (CREATION DATE = 01/14/82)

VAR128

124. Keep accurate financial records.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	27	11.6	11.7	11.7
	2.	30	12.9	13.0	24.8
	3.	34	14.7	14.8	39.6
	4.	56	24.1	24.3	63.9
VERY IMPORTANT	5.	83	35.8	36.1	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.600	STD ERR	0.092	MEDIAN	3.929
MODE	5.000	STD DEV	1.391		
VALID CASES	230	MISSING CASES	2		

0.0641
(226) CORE
P=0.337

FILE NONAME (CREATION DATE = 01/14/82)

VAR129

125. Read and interpret financial statements.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	12	5.2	5.2	5.2
	2.	22	9.5	9.6	14.8
	3.	33	14.2	14.3	29.1
	4.	69	29.7	30.0	59.1
VERY IMPORTANT	5.	94	40.5	40.9	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.917	STD ERR	0.078	MEDIAN	4.196
MODE	5.000	STD DEV	1.185		
VALID CASES	230	MISSING CASES	2		

-0.2797
(226) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR130
126. Monitor expenditures and revenues.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	8	3.4	3.5	3.5
	2.	12	5.2	5.2	8.7
	3.	31	13.4	13.5	22.2
	4.	53	22.8	23.0	45.2
VERY IMPORTANT	5.	126	54.3	54.8	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.204	STD ERR	0.071	MEDIAN	4.587
MODE	5.000	STD DEV	1.081		
VALID CASES	230	MISSING CASES	2		

-0.1739
(226) Administration
P=0.009

FILE NONAME (CREATION DATE = 01/14/82)

VAR131

127. Establish cost-benefit analysis.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (RCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	28	12.1	12.2	12.2
	2.	34	14.7	14.8	27.0
	3.	51	22.0	22.2	49.1
	4.	61	26.3	26.5	75.7
VERY IMPORTANT	5.	56	24.1	24.3	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.361	STD ERR	0.087	MEDIAN	3.533
MODE	4.000	STD DEV	1.323		
VALID CASES	230	MISSING CASES	2		

-0.2224
(226) Administration
P=0.001

FILE NONAME (CREATION DATE = 01/14/82)

512

VAR132

128. Interpret function and operation of mechanical equipment.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	61	26.3	26.4	26.4
	2.	42	18.1	18.2	44.6
	3.	53	22.8	22.9	67.5
	4.	36	15.5	15.6	83.1
VERY IMPORTANT	5.	39	16.8	16.9	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.784	STD ERR	0.094	MEDIAN	2.736
MODE	1.000	STD DEV	1.425		
VALID CASES	231	MISSING CASES	1		

0.0029
(227) CORE
P=0.965

FILE NONAME (CREATION DATE = 01/14/82)

VAR133

129. Implement routine and preventive maintenance programs.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	53	22.8	23.0	23.0
	2.	48	20.7	20.9	43.9
	3.	42	18.1	18.3	62.2
	4.	40	17.2	17.4	79.6
VERY IMPORTANT	5.	47	20.3	20.4	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.913	STD ERR	0.096	MEDIAN	2.833
MODE	1.000	STD DEV	1.457		
VALID CASES	230	MISSING CASES	2		

-0.0610
(226) CORE
P=0.361

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR134

130. Analyze new and special operational and maintenance equipment.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	66	28.4	28.8	28.8
	2.	58	25.0	25.3	54.1
	3.	40	17.2	17.5	71.6
	4.	36	15.5	15.7	87.3
VERY IMPORTANT	5.	29	12.5	12.7	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.581	STD ERR	0.091	MEDIAN	2.336
MODE	1.000	STD DEV	1.379		
VALID CASES	229	MISSING CASES	3		

-0.1461
(225) Administration
P=0.028

FILE NONAME (CREATION DATE = 01/14/82)

VAR135
131. Troubleshoot maintenance problems.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	74	31.9	32.2	32.2
	2.	55	23.7	23.9	56.1
	3.	43	18.5	18.7	74.8
	4.	37	15.9	16.1	90.9
VERY IMPORTANT	5.	21	9.1	9.1	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.461	STD ERR	0.088	MEDIAN	2,245
MODE	1.000	STD DEV	1.330		
VALID CASES	230	MISSING CASES	2		

-0.0499
(226) CORE
P=0.456

FILE NONAME (CREATION DATE = 01/14/82)

VAR136
132. Develop appropriate storage systems.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	46	19.8	20.1	20.1
	2.	57	24.6	24.9	45.0
	3.	59	25.4	25.8	70.7
	4.	42	18.1	18.3	89.1
VERY IMPORTANT	5.	25	10.8	10.9	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.751	STD ERR	0.084	MEDIAN	2.695
MODE	3.000	STD DEV	1.272		
VALID CASES	229	MISSING CASES	3		

0.0771
(225) CORE
P=0.249

FILE NONAME (CREATION DATE = 01/14/82)

VAR137

133. Comply with fire health and safety standards and regulations.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	17	7.3	7.4	7.4
	2.	24	10.3	10.5	17.9
	3.	44	19.0	19.2	37.1
	4.	49	21.1	21.4	58.5
VERY IMPORTANT	5.	95	40.9	41.5	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.790	STD ERR	0.085	MEDIAN	4.102
MODE	5.000	STD DEV	1.287		
VALID CASES	229	MISSING CASES	3		

-0.0336
(225) CORE
P=0.616

FILE NONAME (CREATION DATE = 01/14/82)

VAR138
134. Design and practice emergency procedures and back-up operation systems.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	28	12.1	12.2	12.2
	2.	42	18.1	18.3	30.6
	3.	53	22.8	23.1	53.7
	4.	54	23.3	23.6	77.3
VERY IMPORTANT	5.	52	22.4	22.7	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.262	STD ERR	0.088	MEDIAN	3.340
MODE	4.000	STD DEV	1.325		
VALID CASES	229	MISSING CASES	3		

0.0901
(225) CORE
P=0.178

FILE NONAME (CREATION DATE = 01/14/82)

VAR139

135. Devise and implement security measures.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	32	13.8	13.9	13.9
	2.	34	14.7	14.8	28.7
	3.	60	25.9	26.1	54.8
	4.	58	25.0	25.2	80.0
VERY IMPORTANT	5.	46	19.8	20.0	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.226	STD ERR	0.086	MEDIAN	3.317
MODE	3.000	STD DEV	1.309		
VALID CASES	230	MISSING CASES	2		

-0.0128
(226) CORE
P=0.848

FILE NONAME (CREATION DATE = 01/14/82)

VAR140

553

136. Analyze vandalism and develop solutions.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	34	14.7	14.8	14.8
	2.	32	13.8	13.9	28.7
	3.	48	20.7	20.9	49.6
	4.	64	27.6	27.8	77.4
VERY IMPORTANT	5.	52	22.4	22.6	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.296	STD ERR	0.089	MEDIAN	3.516
MODE	4.000	STD DEV	1.354		
VALID CASES	230	MISSING CASES	2		

-0.1963
(226) Administration
P=0.003

FILE NONAME (CREATION DATE = 01/14/82)

VAR141

137. Identify legal limitations and available security resources.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	31	13.4	13.5	13.5
	2.	30	12.9	13.1	26.6
	3.	64	27.6	27.9	54.6
	4.	64	27.6	27.9	82.5
VERY IMPORTANT	5.	40	17.2	17.5	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.227	STD ERR	0.084	MEDIAN	3.336
MODE	3.000	STD DEV	1.267		
VALID CASES	229	MISSING CASES	3		

-0.2200
(225) Administration
P=0.001

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR142

138. Develop facilities manual.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	54	23.3	23.5	23.5
	2.	41	17.7	17.8	41.3
	3.	52	22.4	22.6	63.9
	4.	43	18.5	18.7	82.6
VERY IMPORTANT	5.	40	17.2	17.4	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.887	STD ERR	0.093	MEDIAN	2.885
MODE	1.000	STD DEV	1.413		
VALID CASES	230	MISSING CASES	2		

-0.0865
(226) CORE
P=0.195

FILE NONAME (CREATION DATE = 01/14/82)

VAR143

139. Conduct facilities and equipment inventory.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	41	17.7	17.8	17.8
	2.	34	14.7	14.8	32.6
	3.	59	25.4	25.7	58.3
	4.	57	24.6	24.8	83.0
VERY IMPORTANT	5.	39	16.8	17.0	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.083	STD ERR	0.088	MEDIAN	3.178
MODE	3.000	STD DEV	1.337		
VALID CASES	230	MISSING CASES	2		

.0.1831
(226) Supervisory - direct leadership
P=0.006

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR144

140. Schedule and program facility.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	31	13.4	13.5	13.5
	2.	24	10.3	10.4	23.9
	3.	34	14.7	14.8	38.7
	4.	42	18.1	18.3	57.0
VERY IMPORTANT	5.	99	42.7	43.0	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.670	STD ERR	0.096	MEDIAN	4.119
MODE	5.000	STD DEV	1.452		
VALID CASES	230	MISSING CASES	2		

0.3547
(226) Supervisory - direct leadership
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR145

141. Assign duties and schedule staff.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	23	9.9	10.0	10.0
	2.	14	6.0	6.1	16.1
	3.	30	12.9	13.0	29.1
	4.	59	25.4	25.7	54.8
VERY IMPORTANT	5.	104	44.8	45.2	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.900	STD ERR	0.087	MEDIAN	4.314
MODE	5.000	STD DEV	1.313		
VALID CASES	230	MISSING CASES	2		

0.2367
(226) Supervisory direct leadership
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR146
142. Supervise use of external facilities.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	54	23.3	23.7	23.7
	2.	48	20.7	21.1	44.7
	3.	42	18.1	18.4	63.2
	4.	32	13.8	14.0	77.2
VERY IMPORTANT	5.	52	22.4	22.8	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.912	STD ERR	0.099	MEDIAN	2.786
MODE	1.000	STD DEV	1.487		
VALID CASES	228	MISSING CASES	4		

0.0891
(224) CORE
P=0.184

FILE NONAME (CREATION DATE = 01/14/82)

VAR147

143. Supervise concessions, ticket sales and bookings.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	87	37.5	37.7	37.7
	2.	32	13.8	13.9	51.5
	3.	29	12.5	12.6	64.1
	4.	33	14.2	14.3	78.4
VERY IMPORTANT	5.	50	21.6	21.6	100.0
	0.	1	0.4	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.684	STD ERR	0.105	MEDIAN	2.391
MODE	1.000	STD DEV	1.602		
VALID CASES	231	MISSING CASES	1		

0.0336
(227) CORE
P=0.614

FILE NONAME (CREATION DATE = 01/14/82)

VAR148

144. Devise and maintain facility records and reporting systems.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	46	19.8	20.0	20.0
	2.	37	15.9	16.1	36.1
	3.	29	12.5	12.6	48.7
	4.	50	21.6	21.7	70.4
VERY IMPORTANT	5.	68	29.3	29.6	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.248	STD ERR	0.100	MEDIAN	3.560
MODE	5.000	STD DEV	1.520		
VALID CASES	230	MISSING CASES	2		

0.0784
(226) CORE
P=0.241

FILE NONAME (CREATION DATE = 01/14/82)

VAR149

145. Evaluate facility operations.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	27	11.6	11.8	11.8
	2.	22	9.5	9.6	21.5
	3.	37	15.9	16.2	37.7
	4.	66	28.4	28.9	66.7
VERY IMPORTANT	5.	76	32.8	33.3	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.623	STD ERR	0.089	MEDIAN	3.924
MODE	5.000	STD DEV	1.346		
VALID CASES	228	MISSING CASES	4		

-0.1130
(224) CORE
P=0.091

FILE NONAME (CREATION DATE = 01/14/82)

VAR150

146. Regulate and control facility and equipment.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	38	16.4	16.7	16.7
	2.	35	15.1	15.4	32.2
	3.	43	18.5	18.9	51.1
	4.	59	25.4	26.0	77.1
VERY IMPORTANT	5.	52	22.4	22.9	100.0
	0.	5	2.2	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.229	STD ERR	0.093	MEDIAN	3.442
MODE	4.000	STD DEV	1.399		
VALID CASES	227	MISSING CASES	5		

0.2182
(223) Supervisory direct leadershi
P=0.001

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR151

147. Establish rapport with clients.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	6	2.6	2.6	2.6
	2.	10	4.3	4.4	7.0
	3	26	11.2	11.4	18.4
	4.	52	22.4	22.8	41.2
VERY IMPORTANT	5	134	57.8	58.8	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.307	STD ERR	0.067	MEDIAN	4.649
MODE	5.000	STD DEV	1.012		
VALID CASES	228	MISSING CASES	4		

0.2167
(224) Supervisory direct leadership
P=0.001

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR152

148. Improve park and facility access.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	60	25.9	26.2	26.2
	2.	36	15.5	15.7	41.9
	3.	50	21.6	21.8	63.8
	4.	39	16.8	17.0	80.8
VERY IMPORTANT	5.	44	19.0	19.2	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.873	STD ERR	0.097	MEDIAN	2.870
MODE	1.000	STD DEV	1.462		
VALID CASES	229	MISSING CASES	3		

-0.2972
(225) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR153

149. Train users in effective use of facility.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	28	12.1	12.3	12.3
	2.	41	17.7	18.0	30.3
	3.	57	24.6	25.0	55.3
	4.	51	22.0	22.4	77.6
VERY IMPORTANT	5.	51	22.0	22.4	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.246	STD ERR	0.087	MEDIAN	3.289
MODE	3.000	STD DEV	1.318		
VALID CASES	228	MISSING CASES	4		

0.1954
(224) Supervisory direct - leadership
P=0.003

FILE NONAME (CREATION DATE = 01/14/82)

VAR154

150. Orient users to rules and regulations.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	27	11.6	11.8	11.8
	2.	26	11.2	11.4	23.2
	3.	55	23.7	24.1	47.4
	4.	59	25.4	25.9	73.2
VERY IMPORTANT	5.	61	26.3	26.8	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.443	STD ERR	0.087	MEDIAN	3.602
MODE	5.000	STD DEV	1.315		
VALID CASES	228	MISSING CASES	4		

0.2771
(224) Supervisory direct leadership
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR155

151. Involve community in facilities.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	20	8.6	9.0	9.0
	2.	18	7.8	8.1	17.0
	3.	50	21.6	22.4	39.5
	4.	75	32.3	33.6	73.1
VERY IMPORTANT	5.	60	25.9	26.9	100.0
	0.	9	3.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.614	STD ERR	0.082	MEDIAN	3.813
MODE	4.000	STD DEV	1.217		
VALID CASES	223	MISSING CASES	9		

0.1473
(219) Supervisory direct leadership
P=0.029

FILE NONAME (CREATION DATE = 01/14/82)

VAR156

152. Assess degree of match between philosophy and facility management policies and procedures.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	19	8.2	8.3	8.3
	2.	34	14.7	14.9	23.2
	3.	67	28.9	29.4	52.6
	4.	70	30.2	30.7	83.3
VERY IMPORTANT	5.	38	16.4	16.7	100.0
	0.	4	1.7	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.325	STD ERR	0.077	MEDIAN	3.410
MODE	4.000	STD DEV	1.165		
VALID CASES	228	MISSING CASES	4		

-0.1763
(224) Administration
P=0.008

FILE NONAME (CREATION DATE = 01/14/82)

VAR157

153. Develop long-range goals.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	5	2.2	2.2	2.2
	2.	9	3.9	3.9	6.1
	3.	46	19.8	20.1	26.2
	4.	76	32.8	33.2	59.4
VERY IMPORTANT	5.	93	40.1	40.6	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.061	STD ERR	0.065	MEDIAN	4.217
MODE	5.000	STD DEV	0.980		
VALID CASES	229	MISSING CASES	3		

-0.2849
(225) Administration
P=0.000

NCY 01/14/82

FILE NONAME (CREATION DATE = 01/14/82)

VAR158

154. Develop management objectives.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	5	2.2	2.2	2.2
	2.	13	5.6	5.7	7.9
	3.	36	15.5	15.7	23.6
	4.	89	38.4	38.9	62.4
VERY IMPORTANT	5.	86	37.1	37.6	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.039	STD ERR	0.065	MEDIAN	4.180
MODE	4.000	STD DEV	0.979		
VALID CASES	229	MISSING CASES	3		

-0.3353
(225) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR159

155. Determine success criteria.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	1	0.4	0.4	0.4
	2.	16	6.9	7.0	7.4
	3.	45	19.4	19.7	27.1
	4.	100	43.1	43.7	70.7
VERY IMPORTANT	5.	67	28.9	29.3	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.943	STD ERR	0.059	MEDIAN	4.025
MODE	4.000	STD DEV	0.899		
VALID CASES	229	MISSING CASES	3		

-0.1382
(225) Administration
P=0.038

FILE NONAME (CREATION DATE = 01/14/82)

VAR160

156. Create and maintain inter-departmental cooperation.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	3	1.3	1.3	1.3
	2.	14	6.0	6.1	7.4
	3.	24	10.3	10.5	17.9
	4.	80	34.5	34.9	52.8
VERY IMPORTANT	5.	108	46.6	47.2	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.205	STD ERR	0.063	MEDIAN	4.419
MODE	5.000	STD DEV	0.949		
VALID CASES	229	MISSING CASES	3		

-0.3117
(225) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR161
157. Create conducive work environment.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	1	0.4	0.4	0.4
	2.	3	1.3	1.3	1.7
	3.	25	10.8	10.9	12.7
	4.	79	34.1	34.5	47.2
VERY IMPORTANT	5.	121	52.2	52.8	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.380	STD ERR	0.051	MEDIAN	4.554
MODE	5.000	STD DEV	0.766		
VALID CASES	229	MISSING CASES	3		

-0.1131
(225) CORE
P=0.091

FILE NONAME (CREATION DATE = 01/14/82)

VAR162

158. Priorize own work activities.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
	2.	1	0.4	0.4	0.4
	3.	14	6.0	6.1	6.6
	4.	56	24.1	24.5	31.0
VERY IMPORTANT	5.	158	68.1	69.0	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.620	STD ERR	0.041	MEDIAN	4.775
MODE	5.000	STD DEV	0.621		
VALID CASES	229	MISSING CASES	3		

0.0170
(225) CORE
P=0.800

FILE NONAME (CREATION DATE = 01/14/82)

VAR163
159. Provide accurate and adequate information to policy makers.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	3	1.3	1.3	1.3
	2.	6	2.6	2.6	3.9
	3.	31	13.4	13.5	17.5
	4.	67	28.9	29.3	46.7
VERY IMPORTANT	5.	122	52.6	53.3	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.306	STD ERR	0.059	MEDIAN	4.561
MODE	5.000	STD DEV	0.895		
VALID CASES	229	MISSING CASES	3		

-0.3486
(225) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR164
160. Interpret policies to staff.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	2	0.9	0.9	0.9
	2.	5	2.2	2.2	3.0
	3.	31	13.4	13.5	16.5
	4.	72	31.0	31.3	47.8
VERY IMPORTANT	5.	120	51.7	52.2	100.0
	0.	2	0.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.317	STD ERR	0.056	MEDIAN	4.542
MODE	5.000	STD DEV	0.851		
VALID CASES	230	MISSING CASES	2		

-0.2521
(226) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR165

161. Evaluate products, services and prices of suppliers.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	26	11.2	11.4	11.4
	2.	37	15.9	16.2	27.5
	3.	73	31.5	31.9	59.4
	4.	48	20.7	21.0	80.3
VERY IMPORTANT	5.	45	19.4	19.7	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.214	STD ERR	0.083	MEDIAN	3.205
MODE	3.000	STD DEV	1.254		
VALID CASES	229	MISSING CASES	3		

-0.0696
(225) CORE
P=0.298

FILE NONAME (CREATION DATE = 01/14/82)

VAR166
162. Set purchasing specifications and procedures.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	51	22.0	22.3	22.3
	2.	50	21.6	21.8	44.1
	3.	65	28.0	28.4	72.5
	4.	34	14.7	14.8	87.3
VERY IMPORTANT	5.	29	12.5	12.7	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.738	STD ERR	0.086	MEDIAN	2.708
MODE	3.000	STD DEV	1.305		
VALID CASES	229	MISSING CASES	3		

-0.2789
(225) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR167

163. Establish effective office policies and procedures.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	18	7.8	7.9	7.9
	2.	26	11.2	11.4	19.2
	3.	59	25.4	25.8	45.0
	4.	60	25.9	26.2	71.2
VERY IMPORTANT	5.	66	28.4	28.8	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.568	STD ERR	0.082	MEDIAN	3.692
MODE	5.000	STD DEV	1.236		
VALID CASES	229	MISSING CASES	3		

-0.1888
(225) Administration
P=0.004

FILE NONAME (CREATION DATE = 01/14/82)

VAR168
164. Develop fiscal policies.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	40	17.2	17.5	17.5
	2.	45	19.4	19.7	37.1
	3.	48	20.7	21.0	58.1
	4.	62	26.7	27.1	85.2
VERY IMPORTANT	5.	34	14.7	14.8	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.022	STD ERR	0.088	MEDIAN	3.115
MODE	4.000	STD DEV	1.329		
VALID CASES	229	MISSING CASES	3		

-0.4701
(225) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR169

165. Develop effective and appropriate reporting and information forms.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	11	4.7	4.8	4.8
	2.	26	11.2	11.4	16.2
	3.	58	25.0	25.3	41.5
	4.	74	31.9	32.3	73.8
VERY IMPORTANT	5.	60	25.9	26.2	100.0
	0.	3	1.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.638	STD ERR	0.075	MEDIAN	3.764
MODE	4.000	STD DEV	1.130		
VALID CASES	229	MISSING CASES	3		

-0.1243
(225) Administration
P=0.063

FILE NONAME (CREATION DATE = 01/14/82)

VAR170

166. Ensure sufficient insurance and liability coverage.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	67	28.9	31.0	31.0
	2.	36	15.5	16.7	47.7
	3.	33	14.2	15.3	63.0
	4.	30	12.9	13.9	76.9
VERY IMPORTANT	5.	50	21.6	23.1	100.0
	0.	16	6.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	2.815	STD ERR	0.106	MEDIAN	2.652
MODE	1.000	STD DEV	1.565		
VALID CASES	216	MISSING CASES	16		

-0.3657
(212) Administration
P=0.000

FILE NONAME (CREATION DATE = 01/14/82)

VAR171

167. Develop a policy and procedures manual.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	26	11.2	12.0	12.0
	2.	23	9.9	10.6	22.7
	3.	42	18.1	19.4	42.1
	4.	65	28.0	30.1	72.2
VERY IMPORTANT	5	60	25.9	27.8	100.0
	0.	16	6.9	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.509	STD ERR	0.090	MEDIAN	3.762
MODE	4.000	STD DEV	1.322		
VALID CASES	216	MISSING CASES	16		

-0.2076
(212) Administration
P=0.002

FILE NONAME (CREATION DATE = 01/14/82)

VAR172

168. Maintain administrative procedures responsive to others and public's needs.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	14	6.0	6.5	6.5
	2.	6	2.6	2.8	9.3
	3.	42	18.1	19.5	28.8
	4.	71	30.6	33.0	61.9
VERY IMPORTANT	5.	82	35.3	38.1	100.0
	0.	17	7.3	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	3.935	STD ERR	0.077	MEDIAN	4.141
MODE	5.000	STD DEV	1.130		
VALID CASES	215	MISSING CASES	17		

-0.2121
(211) Administration
P=0.002

FILE NONAME (CREATION DATE = 01/14/82)

VAR173

169. Demonstrate accountability to public.

CATEGORY LABEL	CODE	ABSOLUTE FREQ	RELATIVE FREQ (PCT)	ADJUSTED FREQ (PCT)	CUM FREQ (PCT)
NOT AT ALL IMPORTANT	1.	4	1.7	1.9	1.9
	2.	6	2.6	2.8	4.7
	3.	21	9.1	9.8	14.5
	4.	64	27.6	29.9	44.4
VERY IMPORTANT	5.	119	51.3	55.6	100.0
	0.	18	7.8	MISSING	100.0
	TOTAL	232	100.0	100.0	

MEAN	4.346	STD ERR	0.062	MEDIAN	4.601
MODE	5.000	STD DEV	0.905		
VALID CASES	214	MISSING CASES	18		

-0.1579
(210) Administration
P=0.022

CPU TIME REQUIRED.. 3.10 SECONDS

17 FINISH (SPSS GENERATED)

NORMAL END OF JOB.
17 CONTROL CARDS WERE PROCESSED.
0 ERRORS WERE DETECTED.
Execution Terminated 10:14:22 T=3.612 RC=0 $10.54